



**Sustainable Energy Services Organisation**

# **TaTEDO STRATEGIC PLAN**

# **2022 - 2027**

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# **TaTEDO Strategic Plan**

**2022-2027**

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## LIST OF ACRONYMS

Abbreviation	Meaning
AREED	African Rural Enterprise Development
CBOs	Community Based Organizations
CCAT	Clean Cooking Alliance of Tanzania
COSTECH	Commission of science and Technology
CSO	Civil Society Organization
DGIS	Dutch Ministry of Foreign Affairs
DiSEDC	District Sustainable Energy Development Cluster
EDS	Enterprise Development Service
EU	European Union
FI	Financial Institutions
FINNIDA	Finnish International Development Agency
GEF	Global Environment Facility
GVEP	Global Village Energy Partnership
HIVOS	Humanist Institute for Cooperation with Developing Countries
INFORSE	International Network For sustainable Energy
LAN	Local Area Network
M&E	Monitoring and Evaluation
MCC	Management Coordinating Committee
MDGs	Millennium Development Goals
ME	Ministry of Energy
MFI's	Micro Financing Institutions
MNRT	Ministry of Natural Resources and Tourism
MW	Megawatts
NBS	National Bureau of Statistics

Abbreviation	Meaning
NGO	Non-Governmental Organization
WRI	World Resources Institute
DBSA	Development Bank of Southern Africa
WB	World Bank
USAID	United States Agency for International Development
Norek	Norwegian Agency for Exchange Cooperation
SDC	Swiss Agency for Development and Cooperation
DFID	Department for International Development of UK
SE	Sustainable Energy
TaCU	TaTEDO Consultancy Unit
NDCs	Nationally Determined Contributions
RETs	Renewable Energy Technologies
NSGRP	National Strategy for Growth and Reduction of Poverty
NORAD	Norwegian Agency for International Development
RMS	Resource Mobilization Strategy
PO-RALG	President office Regional Administration and Local Government Authority
PV	Photovoltaic
SEECO	Sustainable Energy and Enterprise Company
SACCOS	Savings and Credit Cooperative Societies
SETs	Sustainable Energy Technologies
Sida	Swedish International Development Cooperation Agency
SME	Small and Medium Enterprise
SMET's	Sustainable Modern Energy Technologies
SWOT	Strengths, Weakness, Opportunities, Threats
TaTEDO	Sustainable Energy Services Organisation
TANGSEN	Tanzania National Gender and Sustainable Energy Network

Abbreviation	Meaning
UNDP	United Nations Development Programme
REA	Rural Energy Agency
VICOBA	Village Community Bank
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
USAID	United States Agency for International Development
WB	World Bank
TAREA	Tanzania Renewable Energy Association
WWF	World Wide Fund
SE4ALL	Sustainable Energy for All
SDGs	Sustainable Development Goals
SESCOM	Sustainable Energy Services Company
EEP	Energy and Environment Partnership
ESMAP	Energy Sector Management Assistance Program
FK Norway	Fredskorpset
CISU	Civil Society Development
TFCG	Tanzania Forest Conservation Group
RE	Renewable Energy
SESF	Sustainable Energy Support Facility
CAMARTEC	Centre for Agricultural Mechanization and Rural Technology
LEDS	Low Emission Development Strategies

## FOREWORD

Based on TaTEDO's vision and mission, as well as experiences gained over the years, the key result areas that are envisaged during the 2022 to 2027 strategic plan period have shaped the organization's functional areas, strategies as well as key activities. TaTEDO activities will focus on providing support services, fostering an enabling environment and developing social enterprises.

These efforts aim to promote increased energy access, develop a thriving market for sustainable energy services, and enhance partnerships and the capacities of entrepreneurs. In collaboration with development partners, TaTEDO will focus on facilitating scaling up, replicating and mainstreaming access to sustainable energy technologies and services, while at the same time, supporting the development of market networks for meeting energy demand. Also, TaTEDO envisage fostering energy and environment related national beneficial policies, strategies and legislation towards enhancing sustainable energy technologies and supportive services.

During implementation of the expired strategy, it became evident that sustainability of the organization and its impact on energy access could be threatened by several challenges including, continuous heavy dependence on donor support, changing donor policies, climate change and other global energy demand trends. Some of the approaches envisioned to mitigate against these challenges include, strengthening social enterprise activities to assist with internal resource mobilization.

The new strategic plan will address the issues of energy access and sustainability through development and implementation of an improved resource mobilization effort that involves strengthening social enterprise efforts.

The success of the implementation of this strategy will indeed require the cooperation and commitment of TaTEDO members, board, management, and above all, the generous financial support of our development partners. There will be a need to pool together and harness human talents, skills and efforts in order to achieve maximum impacts, provide excellent services to our beneficiaries and customers, thus enabling TaTEDO to move towards achieving its vision, mission and goals.

E. N. Sawe  
 Chief Executive Officer  
 TaTEDO  
 July 2022.



## 1.0 BACKGROUND AND CONTEXT

### 1.1 The Energy Situation in Tanzania

Although Tanzania has energy resources and potential far exceeding its current needs, most of its people and productive sectors suffer from energy poverty. The country is endowed with diverse energy resources including, biomass, natural gas, hydro, coal, geothermal, solar, wind, and uranium, much of which is untapped. Biomass-based fuel accounts for more than 90% of primary energy supply. Commercial energy sources ie. petroleum and electricity account for about 8% and 1.2% respectively of the primary energy used. Coal, solar and wind account for less than 1% of energy used.

Biomass fuels (firewood, charcoal, animal waste and farm residues) are the dominant energy sources in Tanzania, accounting for about 98 percent of the total energy used in rural areas. Per capita commercial energy (electricity and petroleum products) consumption is low.

Although electricity is an important modern energy carrier that can provide better energy services and support for socio-economic activities, only a small proportion, about 37.7% of all households in Tanzania mainland, are connected to electricity grids (NBS, 2020). A large population of Tanzanians, more than 30 million, are left without electricity depending only on wood fuel as their main source of energy. The demand for affordable, reliable, sustainable and efficient energy services for all developmental sectors is increasing rapidly due to population growth and urbanization. Peak power demand is projected to increase rapidly from about 1,270 MW at present to about 3,600 MW by 2027 and 5,870 MW by 2030 (PSMP, 2016). The government plans to increase the connectivity level to 50 percent by 2027 and at least 75 percent by 2035. Considering that a unit energy saved is much cheaper and more environmentally benign than a unit produced, energy efficiency and conservation are being promoted equally forcefully by the Ministry of Energy in collaboration with other energy stakeholders.

The rural areas of Tanzania pose specific challenges, mainly because of their low population density, poverty and remoteness, all of which result in the high cost of production, transmission and distribution of electricity. The majority of the people, especially in rural areas, have low levels of purchasing power and thus cannot afford modern energy services. The low access to modern energy services has serious consequences for the overall performance of the country's social and economic indicators. The situation has obviously suppressed economic growth, which is manifested in poor social services, low levels of agricultural mechanization and industrialization.

Over the course of a decade, the role of the government has changed to that of a facilitator. Government is now responsible for providing an enabling policy, institutional and legal framework and for creating an enabling environment to



motivate other actors, such as the private sector, NGOs and CBOs, to take up the task of providing sustainable energy services. This has provided opportunities for TaTEDO and other stakeholders to contribute significantly to addressing the energy challenges of the country.

## 1.2 Energy Policy Landscape

### i. The National Energy Policy (2015)

The vision of the energy sector in Tanzania is to effectively contribute to the growth of the national economy, thereby improving the standard of living for the entire population in a sustainable and environmentally sound manner. It's the mission is to create conditions for the provision of safe, reliable, efficient, cost-effective and environmentally appropriate energy services to all sectors on a sustainable basis.

The main challenges in the energy sector are:

- Growing energy and fuels demand thus requiring massive investments in generation, transmission and distribution;
- Unpredictable or escalating petroleum prices;
- Over dependence and inefficient utilization of wood fuels
- Low accessibility of rural populations to modern energy services.
- Renewable energy technologies that are uncompetitive with fossil fuel based ones.
- Unaffordable energy prices.
- Low energy conservation efficiency and inadequate quality standards of equipment and gadgets.
- Limited awareness and capacity in the energy sector of opportunities availed by new energy technologies.

The energy policy takes into account the need for improving access for the greater proportion of the population to more efficient, environmentally friendly modern energy services. This is expected to be achieved through substantially increasing the share of renewable energies. The Energy Policy of 2015 also recognizes the importance of private sector participation in the development of the energy sector. The National Energy policy states that firewood will be an important source of energy for households in the foreseeable future even with a radical increase in the use of electricity. The policy recognizes that this energy source has negative impacts on households by increasing indoor air pollution, causing both health risks and raising safety concerns to end-users, and is time-consuming to collect. It argues that there is a need to promote efficient conversion and end-use energy technologies and practices in order to minimise health hazards, primarily affecting women and children, and environmental degradation. The need to address economic, cultural and social barriers that undermine the local capacity to design, develop, manufacture,

market, and provide after-sales services is recognized. Indeed, there remains a low level of understanding of available modern energy practices, technologies and resources. Meanwhile, the Ministry of Energy, with the support of the European Union (EU), is developing the National Energy Efficiency Strategy as one of the tools that will support implementation of the National Energy Policy of 2015.

### ii. Sustainable Development Goals (SDGs) of 2016,

Goal 7 of the SDGs emphasizes ensuring access to affordable, reliable, and sustainable modern energy for all. SGD7 has come one step closer to being achieved in Tanzania due to recent progress in the energy sector through new interventions in renewable energy and grid extensions to rural populations. SDG15 emphasizes the protection, restoration and sustainable management of forests, land restoration and halting the loss of biodiversity. It also states that protected and restored ecosystems can help in mitigating the negative impacts of climate change and provide increased resilience in the face of human induced pressures and natural disasters. TaTEDO's project on improved charcoal production, in collaboration with other partners such as Tanzania Forest Conservation Group (TFCG) and World Wide Fund (WWF), aims to contribute to the attainment of SDG15. SDG13 emphasizes urgent actions that need to be taken to combat the impacts of climate change through implementation of the Paris Agreement. TaTEDO's activities, in collaboration with INFORSE, are geared towards implementation of the Paris Agreement thereby aiming to contribute to meeting SDG13. As energy is a cross cutting issue, most TaTEDO activities contribute differently towards achieving SDG3 on ensuring good health and wellbeing, SDG4 on quality education, SDG6 on access to clean water and sanitation, and even SDG9 on industry and technology innovation through SMEs. However, national priorities and policy ambitions still need to be strengthened in order to put the country on track to meet the SDG energy targets by 2030.

iii. **Sustainable Energy for All (SE4ALL)** is an international organization that works in partnership with the United Nations and leaders in government, the private sector, financial institutions, civil society and philanthropies to drive faster action towards the achievement of [Sustainable Development Goal 7 \(SDG7\)](#) – access to affordable, reliable, sustainable and modern energy for all by 2030 – in line with the Paris Agreement on climate. SE4ALL aims to achieve three inter-related goals by 2030; ensuring universal access to modern energy services, doubling the rate of improvement in energy efficiency and doubling the share of renewable energy in the global energy mix. Tanzania opted-in and became one of the 14 early SE4ALL movers for Africa in 2012.

Tanzania has completed the first three steps of the SE4ALL Country Process, namely; (i) Joining the SE4ALL Initiative, (ii) Rapid Assessment and Gap Analysis,

(iii) Development of its National SE4ALL Action Agenda (AA) and Investment Prospectus (IP). Tanzania set targets of achieving more than 75% electricity access and access to modern cooking solutions, achieving more than 50% of renewable energy share in total final energy consumption, and achieving a – 2.6/year rate of improvement in energy intensity by 2030. The country has recently completed the development of a draft SE4ALL Programme Strategic Implementation Document (PSID). The overall purpose of the PSID is to coordinate implementation of the SE4ALL Action Agenda in Tanzania. Tanzania regards the SE4ALL-AA as an implementation tool for the emerging UN's Sustainable Development Goal on Energy (SDG 7) and as part of its energy sector mid-term planning.

To ensure effective implementation, the government has prepared the SE4ALL Regionalisation and Implementation Plan for the years 2017-2027, which aims to ensure a broader involvement of local government authorities in planning, decision making, implementation, funding and management of energy issues thereby contributing into achieving SE4ALL objectives. The SE4ALL regionalisation and implementation plan came after a preliminary assessment of energy planning at local government level revealed that there are barriers that hinder implementation of energy initiatives. Among the barriers are the following:

- Communities and local governments do not fully understand, and have not internalised, the role of energy in their development plans. As such, energy is often left out of the planning process at all levels, except at national planning level. This contributes to low access to modern energy services.
- There are no nationally uniform tools and methodologies for Local Government Authorities (LGAs) to undertake energy planning in a consistent manner. Neither is LGA energy planning consistent with the Ministry of Energy (MoE) strategic planning, SE4ALL targets, or with national midterm planning (MTP), so that energy planning at local level remains isolated.
- The President's Office Regional Administration and Local Government (PO-RALG), the central government ministry responsible for monitoring and supporting LGA programmes, has historically had little in-house capacity to plan for and implement energy activities. This contributes to energy activities, if they are addressed at all at local level, being handled in a non-standardised and ad-hoc manner. In the event local level energy activities do occur, they are often on a project-by-project basis with no effective means for ensuring sustainability or lessons learning.
- The lack of technical, in-house, capacity on energy within LGAs also means that there have only been weak systematic linkages between local governments and MoE, which has made local-level energy planning practically non-existent. As a result, energy planning in Tanzania has largely remained centralised.

- In the face of increasing decentralised energy investments, such as mini-grids, LGAs lack the capacity to facilitate and effectively engage with investors whether on matters pertaining to access to resources (e.g. land, operations) or to engage as equity partners and develop new revenue streams.

TaTEDO has been working with LGAs for a long time, and based on this experience, will continue to provide support services to LGAs on how best energy issues can be planned, managed and implemented. These efforts should contribute to the government's effort to decentralise the management of issues related to energy for effective uptake, adaption and sustainability. Enhancing local government capacities on energy planning will also lead to a bridging of existing gaps between decision makers at national level and implementers at the local level.

#### **iv. Biomass Energy Strategy of Tanzania (BEST) of 2014**

The primary goal, as expressed in BEST, is to make biomass energy sustainable in Tanzania. BEST is designed to ensure that biomass energy is sustainable along the entire value chain, including the forestry supply side, through measures that ensure sustainability of biomass energy supplies and improved efficiencies of biomass energy utilization. Although BEST is yet to be endorsed, the Ministry of Energy (ME) in collaboration with other sectoral stakeholders have been working together to ensure the implementation of several of its recommendations. Areas that are being developed include, developing the biomass energy policy so that the vision of BEST, which is to ensure that Tanzania and its people benefit from sustainable biomass energy management and utilization for sustainable development is attained.

#### **1.3 Sustainable Energy Interventions**

Sustainable Energy (i.e. renewable and efficient energy) resources are expected to play a significant role in the supply of modern energy services in the country. This is largely due to their availability, competitiveness and suitability in addressing global concerns on environment. These resources also promise to enhance access to modern energy services in rural and peri-urban areas where access is currently very limited. At present, the renewable energy technologies that are being developed, promoted and disseminated include, small scale hydropower; modern biomass energy technologies (i.e. co-generation, improved cook stoves, improved charcoal production, thermal-chemical gasification, briquettes, etc.); solar energy; wind for mechanical power; electricity generation; and the efficient use of electricity for cooking and for mobility.

Different stakeholders, including TaTEDO, have been contributing to the development of sustainable energy initiatives in the country. On biomass energy, TaTEDO is facilitating the production and marketing of efficient, improved cook stoves of different sizes that can be used at household, SME and institutional levels. These products include charcoal baking ovens and barbeque ovens that can be used by entrepreneurs. In addition, improved institutional firewood stoves, which have efficiencies higher than

many of the stoves on the market, are produced at the SEECO workshop, which is a facility owned by a social enterprise that collaborates with TaTEDO. The production of briquettes, as an alternative to traditional wood based charcoal, is another type of biomass energy business. In order to ensure the widespread adoption of improved biomass energy technologies, TaTEDO has supported a number of SMEs and groups of entrepreneurs on the technical and marketing skills for improved cook stoves and the basics of producing and marketing charcoal briquettes.

TaTEDO also provides working tools while linking the groups of energy entrepreneurs to potential markets and financiers. Among the many groups that have benefited from TaTEDO's support include, the Sahara Group of Vingunguti, Doyo Group of Kawe, Homboza Group of Kisarawe, Magonza Group of Mkuranga in addition to many other upcountry groups that have been established with close cooperation with local government authorities in Mwangi, Sumbawanga, Katavi, Morogoro, Lindi, Mtwara, Kisarawe, Mkuranga, etc.

With regards to electricity, TaTEDO has been involved in a number of rural electrification projects. More than 1,500 solar PV systems, for use by households and institutions, have been installed in different districts and villages. More than 75 solar PV systems, ranging between 480W – 720W, were installed in schools and dispensaries to ensure that these social services were provided in support of improved livelihoods. TaTEDO has also constructed 22 mini-grids, powered by various energy sources, including solar, biomass, and biofuels such as straight vegetable oils. The electricity generated from these mini-grids can be used for both basic household needs and for productive uses.

Furthermore, TaTEDO was involved in a study of the status of mini-grids in Tanzania, which was conducted in collaboration with the Washington based global research organization, World Resources Institute (WRI). The study report has been published and its findings have proved useful for developing or improving on current and future mini-grid investments, management and ownership. TaTEDO's experience with appropriate approaches to local energy planning has led to it undertaking several different prefeasibility studies for mini-grids powered by different sources. Among the studies was one conducted in the Usambara Mountains, whereby 28 mini-hydro sites were mapped. Another study was conducted in areas of the Lake Zone with regards to solar and biomass hybrid mini-grids. Moreover, TaTEDO has been active in raising awareness about the presence of counterfeit energy products in the market. All of these initiatives confirm TaTEDO's willingness and ability to support efforts that aim for universal energy access.



## 2.0 Sustainable Energy Services Organisation (TaTEDO)

The Sustainable Energy Services Organisation (TaTEDO) is a nonprofit, sustainable energy development organization committed to facilitating access to modern energy services for all in Tanzania. TaTEDO is based in Dar es Salaam, with support centers in Dodoma and Kilimanjaro, and implements activities in several regions, districts and villages in Tanzania (Figure 1). TaTEDO employs a partnership strategy as one of the methods of facilitating achievement of its objectives. The organization has developed relationships with various local governments and has managed to build capacity to districts' staff on various issues related to energy, including community mobilization, planning and monitoring of energy projects.

In some districts, TaTEDO has established District Sustainable Energy Development Clusters (DiSEDC), whose roles have been to link and oversee district energy activities with their beneficiaries. Among the districts where DiSEDC were established are Chalinze, Monduli, Hai, Muheza, Meru, Simanjiro, Handeni Mwanga, Rombo, Kahama, Shinyanga Rural and Morogoro. In addition, TaTEDO has established energy services centres in Moshi and Dodoma and has engaged with associates in Tanga and Mtwara. TaTEDO is working with different types of partners at local level, including with SMEs, NGOs, CBOs and MFIs. Among these local partners are Angaza Women's Centre in Sanya Juu, Kilimanjaro; NAFRAC in Shinyanga; KIWECO in Kilimanjaro; VICOBA Tanzania, and other Micro Finance Institutions in districts and villages where TaTEDO projects are being implemented. The organization has more than thirty years' experience in sustainable energy interventions, including in the development of projects and programmes in rural areas.

Over the years, TaTEDO has secured most of its funding from development partner agencies, such as the EU, Humanist Institute for Cooperation with Developing Countries (HIVOS), Norwegian Agency for International Development (NORAD), Swedish International Development Cooperation Agency (Sida), ETC International, Development Bank of Southern Africa (DBSA)-(Energy and Environment Partnership (EEP), World Bank (WB) – Energy Sector Management Assistance Program (ESMAP), United States Agency for International Development (USAID), United Nations Environment Programme (UNEP), Finnish International Development Agency (FINNIDA), World Resources Institute (WRI), United Nations Development Programme (UNDP), Fredskorpset (FK Norway)/Norwegian Agency for Exchange Cooperation (Norec) Civil Society Development (CISU), WWF, Mott Foundation, Swiss Agency for Development and Cooperation (SDC), Gamos, Loughborough University/ Department for International Development of UK (DFID), Vodacom Foundation, ENERGIA and the Rural Energy Agency (REA). This support has formed the foundation and a pillar of TaTEDO's growth. Indeed, the growth has resulted in increased access to energy by rural and marginalized communities. It is expected in the short to medium term, that the partners will continue the support towards the goals of strengthening the efforts of social enterprises and obtaining higher access to energy and sustainability. Additional TaTEDO funding sources come from social enterprises, consultancies, and membership fees.

TaTEDO's new approach is to move from traditional NGO thinking and to one in which energy access opportunities will be pursued more vigorously to generate income from diversified sources. TaTEDO expects to pursue opportunities such as consultancies, marketing of its products, sharing knowledge through social enterprises, operation of mini grids and medium renewable energy electricity generation. In this manner, TaTEDO will move from dependency to self-reliance with dignity and be able to develop new strategic social enterprise partnerships.



Figure 1: Map of Tanzania showing current and previous TaTEDO intervention areas

## 2.1 Social Enterprises, Networks, Alliances and Associations developed with TaTEDO's Support.

In order to achieve its vision and mission, various efforts have been undertaken by TaTEDO, including the development of social enterprises, networks, alliances and associations, which work together with TaTEDO towards making significant

achievements. TaTEDO has empowered various stakeholders to access enhanced energy technologies that have unlocked barriers to increased sustainable energy services. These efforts have accelerated TaTEDO's growth in terms of coverage, networks, partnerships and numbers of beneficiaries reached by the energy services provided.

### **2.1.1 Social Enterprises**

Emerging sustainable energy social enterprises collaborating with TaTEDO include the Sustainable Energy Enterprises Company (SEECO) and the Sustainable Energy Services Company (SESCOM). Over the period of this new strategic plan, social enterprises will be strengthened to be able to operationalize their core activities independently. When undertaking their enterprising efforts, the profits realized will be ploughed back into target communities through different support mechanisms, such as training that enables the organization to achieve its objectives. TaTEDO will support the enterprises through marketing, branding, resource mobilization and the development of key products. In addition, TaTEDO has experience in assisting enterprises to develop business plans. It is envisaged that TaTEDO will continue to maintain these strategic partnerships with each social enterprise in order to ensure their growth, thus facilitating increased sustainable energy access to communities.

#### **i. Sustainable Energy Services Company (SESCOM)**

SESCOM is a social enterprise, focusing on serving energy end users with clean energy services in a safe and responsible manner. Its specific objectives are to invest in the development of renewable energy (RE) electricity infrastructure and markets in rural areas and thus contribute to increased energy access. SESCO offers a series of renewable energy related services, including the installation of power line systems and minigrids, consultancies on feasibility studies, training on technical and business skills, construction of solar thermal equipment such as solar dryers, and the production of briquettes. SESCO is also managing mini-grids that provide sustainable energy (SE) services in rural areas. The enterprise also imports and markets its own branded, energy efficient electric pressure cookers. SESCO manage the energy enterprise support facilities known as Sustainable Energy Support Facility (SESF) and the consultancy service facility, TaTEDO Consultancy Unit (TaCU).

SESF is a support unit of SESCO that provides financial capital to low-income energy entrepreneurs and to micro, small and medium enterprises to support renewable energy and energy-efficient products businesses. The Mission of SESF is to support energy social enterprises in different community hierarchies by availing financial resources for investing in efficient technologies and renewable resources that generate sustainable energy, save financial resources, and protect the environment.

TaCU is a consultancy service facility that is involved in sustainable energy related studies and research. TaCU's mission is to provide multi-sectoral professional consultancy services in sustainable energy and environment sectors. TaCU's services

are designed to contribute to raising the knowledge and well-being of the majority of Tanzanians through the provision of improved sustainable energy services and environmentally sound practices. TaCU was established with the purpose of ensuring the financial sustainability of TaTEDO. The income generated from TaCU services is used to supplement funding from other sources for TaTEDO's community activities. TaCU benefits from the vast technical expertise that is available in TaTEDO and within its network of associates.

#### **ii. Sustainable Energy Enterprises Company (SEECO).**

This social enterprise deals with bioenergy technologies. The goal of SEECO is to produce and market energy efficient biomass energy technologies and services. SEECO products include improved cook stoves and charcoal briquettes. SEECO focuses on large scale and semi industrial production of technologies to cater for the energy needs of a wide range of customers. Ensuring access to sufficient working capital, diversifying products and services for stable income, expanding partnerships and networks, exploring potential joint venture investments for scaled up production, and the marketing of RE technologies are some of SEECO's short, medium and long term company strategies.

#### **iii. Sahara Group**

The Sahara Group produces improved cook stoves and is located in the Vingunguti neighborhood of Dar es Salaam. The group was established in the late 1990's through TaTEDO's efforts and it remains among the many cook stove SMEs that have been supported by TaTEDO over the years. The group has been empowered through training on improving technical, business and marketing skills and by providing tools, financing and equipment, thereby improving their cook stove business.

#### **iv. Battery and Solar Power Services Company (BSPS)**

BSPS is a solar company, dealing with the installation, maintenance and selling of solar PV products. The company was established in 2002 with the support of TaTEDO. The company is located in Sanya Juu, Kilimanjaro Region. BSPS has benefitted from the training of its staff, provision of working tools, preparation of a business plan for financing, and from being subcontracted for various solar projects that TaTEDO implements in the northern regions of Kilimanjaro, Arusha and Manyara.

#### **v. Energy Services Platforms (ESP) entrepreneurs**

TaTEDO has long supported different entrepreneurs in connection with their energy related businesses. Energy services platform deals with a set of engines powered by biofuels and is associated with multiple agricultural machines (e.g. milling machines, de-huskers, and oil press), alternators for electricity generation, battery chargers, water pumps, and a distribution network that supplies electricity. TaTEDO has supported more than 45 entrepreneurs with equipment to establish enterprises

that use energy productively to improve livelihoods. Business and entrepreneurship training is provided to energy entrepreneurs to ensure the growth of their sustainable energy businesses.

### 2.1.2 Sustainable Energy Networks, Associations and Alliance

TaTEDO has contributed to the formation of networks, associations and alliances and continues to actively participate in their activities. They include:

#### i. Tanzania National Gender and Sustainable Energy Network (TANGSEN)

The Tanzania National Gender and Sustainable Energy Network (TANGSEN) was established in 1998, through a national workshop organized by TaTEDO and ENERGIA of the Netherlands. The aim of the network is to promote women's involvement in the energy sector in Tanzania. The network emerged to fill gaps and challenges entrenched in gender and energy relationships. This relationship and its consequences on development are inadequately understood by many, including by policy and decision makers. Through networking, and collaboration with institutions with a similar outlook on energy and gender at national and international levels, TANGSEN brings to light issues for appropriate actions to guarantee sustainable energy for sustainable development for both men and women.

#### ii. Tanzania Renewable Energy Association (TAREA), the former TASEA

TAREA is an association which was adapted from the former Tanzania Solar Energy Association (TASEA). TASEA was a solar PV professional association that was established by TaTEDO and her partners in 2001. TASEA's primary objective was to promote and advance the science and application of solar energy in Tanzania TASEA was supported and managed by TaTEDO for more than six years. TASEA intended to develop and promote the rational use of solar energy through its members by coordinating the provision of relevant information, knowledge, skills, and resources geared towards community socio-economic development and environmentally sound practices. The association changed its name and direction in 2009 and became Tanzania Renewable Energy Association (TAREA) and now has several members. TAREA membership includes corporate members (service providers/enterprises), professional members (individuals), associate members (institutions and individuals), student members and international members.

#### iii. Clean Cooking Alliance of Tanzania (CCAT)

The goal of Clean Cooking Alliance of Tanzania (CCAT) is to foster adoption of efficient clean cooking appliances and fuels. The mission of CCAT is to facilitate the increased innovation in design, production, marketing and use of efficient clean cooking appliances and fuels through the provision of support services and fostering an enabling environment. CCAT strives to build solidarity amongst clean cooking stakeholders and create effective partnerships to ensure large scale adoption and use of clean cooking appliances in Tanzanian households, SMEs and institutions.

#### iv. International Network for Sustainable Energy (INFORSE)

INFORSE is a worldwide network, consisting of more than 145 Non-Governmental Organisations working in about 60 countries to promote sustainable energy and social development. The network was established in Rio de Janeiro, in 1992, to secure follow-up to political decisions that were made at the United Nations Conference on Environment and Development (UNCED). INFORSE is actively engaged in international awareness raising on sustainable energy services. INFORSE's mission to work for sustainable energy solutions to reduce poverty and protect the environment. The network is managed through different organs at international, regional, and national levels. Its structure included an International Secretariat, and Focal Points at regional and national levels. TaTEDO is a Regional Focal Point for the East Africa Region and is the National Focal Point for Tanzania.

### 2.2 Energy National Committees and Task Forces

TaTEDO has been involved in several national task forces and committees established by the government to develop sustainable energy technologies and services. Some of the national committees and task forces are listed as follows:

- National Energy and Industry advisory committee – coordinated by COSTECH;
- National Biomass Energy Strategy steering committee – under the chairmanship of the Ministry of Energy (ME);
- National Biogas Programme steering committee – coordinated by Centre for Agricultural Mechanization and Rural Technology (CAMARTEC)
- Scaling up renewable Energy Programme Task Force – under the Ministry of Energy (ME);
- Sister Institutions Collaborating in Research and Development in Tanzania – coordinated by COSTECH;
- National Charcoal Sustainability and Policy Task Force; coordinated by MNRT.

### 2.3 AWARDS and recognition

On the basis of its excellent performance, TaTEDO on different occasions over the years has been recognized and bestowed with the following awards:

- **2020 Global LEAP Awards:** SESCO Pressure Cooker, a winner of the Electric Pressure Cooker Competition under Medium AC Power products (4-6 Liters) category;
- In June 2003, **2<sup>nd</sup> prize in Environmental Conservation in Coast Region:** TaTEDO was awarded by the Vice President's Office. The award was organized by the Tanzania Coastal Management Partnership (National Environment Management Council, Green-COM, Coastal Resources Centre and USAID);
- **In 1999 a certificate of best practices award:** TaTEDO was awarded by UNDP in recognition of the valuable contribution to the promotion of indigenous technologies in combating desertification and mitigating the effects of drought;
- **1996 among the hundred global best practices:** Renewable energy and Wood fuel Technologies and practices being promoted by TaTEDO were

recognized during the UN Habitant II Conference held in Istanbul, Turkey from May 30th to June 14th, 1996. Upon request from UNHC, the best practice information was updated in March 1998;

- Certificate of recognition among hundred global best practices during the UN Habitant II on a conference held in Istanbul in Turkey, 1996.
- In January 2001, **Regional Centre for Sustainable Rural Energy Development:** TaTEDO in partnership with COSTECH was selected under the Southern African Development Community (SADC)-ELMS land degradation and desertification control programme;
- In July, 2014, **2<sup>nd</sup> prize in Modern Energy services category:** 38th Dar es Salaam International Trade Fair (DITF), Dar es Salaam, His Excellency, the President of Tanzania visited TaTEDO Pavilion;
- 2011, **2<sup>nd</sup> Prize in Energy and Minerals Exhibitors Category:** 35th Dar es Salaam International Trade Fair;
- 2010, **3<sup>rd</sup> prize in Energy and Minerals Exhibitors Category:** 34th Dar es Salaam International Trade Fair;
- 2010, **3<sup>rd</sup> prize in Engineering Products and Services Exhibition Category:** 34th Dar es Salaam International Trade Fair
- 2009, **2<sup>nd</sup> prize in Engineering and Service Provision Category:** Dar es Salaam International Trade fair (DITF), Dar es Salaam;
- 2008, **3<sup>rd</sup> prize in Engineering and Service Provision Category:** Dar es salaam International Trade fair (DITF), Dar es Salaam,;
- 2007, **3<sup>rd</sup> prize in Engineering and Service Provision Category:** Dar es Salaam International Trade Fair (DITF), Dar es Salaam;
- 2004, **1<sup>st</sup> prize in Engineering and Service Provision Category:** Dar es Salaam International Trade Fair (DITF), Dar es Salaam;
- 2004, **1<sup>st</sup> prize in Engineering products and services provision category:** Dar es salaam International Trade Fair held in Dar es Salaam;
- 2000, **3<sup>rd</sup> prize in Engineering products category:** At the Dar es salaam International Trade Fair held in Dar-es-Salaam;
- 2000, **3<sup>rd</sup> prize in engineering products category:** at the International Trade Fair held in Dar-es-Salaam;
- 1998, **2<sup>nd</sup> prize in Research, Training and Consultancy category:** at the international Trade fair held in Dar es Salaam;
- 1998, **2<sup>nd</sup> prize in Research, Training and Consultancy category:** Dar es salaam International Trade Fair held in Dar es Salaam Tanzania in (July), TaTEDO was awarded.

### 3.0 REVIEW OF THE PREVIOUS STRATEGIC PLAN

#### 3.1 Achievements of the Previous Strategic Plan (2013-2018)

TaTEDO implemented its strategic plan from 2013 to 2018. The key achievements from the previous strategic plan are summarized according to different functional areas and strategic objectives as follows:

**i. Community Mobilization:** The strategic objective for this functional area was to sensitize communities about policies, strategies, regulations and cultural issues that influence the adoption and use of sustainable, modern energy technologies. Community mobilization is a process used by TaTEDO to identify data needs for planning, carrying out and evaluating activities in a participatory and on-going manner in order to develop sustainable modern energy technologies and services. TaTEDO managed to mobilize more than 50 villages and formed more than 10 District Sustainable Energy Development Clusters (DiSEDCs). Some of the areas where community mobilization took place were in Kicheba, Mpale, Segese, and Kona Nne Villages. The DiSEDCs were formed in Mwanga, Hai, Rombo, Kahama and Chalinze Districts. The Institutional framework for implementing sustainable energy at local levels was developed for more than 30 districts.

**ii. Networking and Advocacy:** The strategic objective of this functional area was to mobilize development actors to lobby for better energy and environment related policies. TaTEDO worked with other stakeholders in the energy sector to influence critical issues in biomass energy development, adoption of improved wood fuel saving technologies, and rural financing of communities through their own initiatives. Lobbying was undertaken through workshops, news articles, radio programmes, meetings with members of parliament, and contacts with different government officials using bridge building methods. Furthermore, TaTEDO managed to advocate for various climate change causes at national, regional and international levels. Five additional issues, all connected with the institutional framework for climate at local level, have been identified for future lobbying and advocacy activities. Seven policy briefs were prepared and shared with targeted policy and decision makers. A coalition of 20 CSOs, at national level, was formed to advocate for pro-poor climate policies, strategies and plans including, Nationally Determined Contributions (NDCs) and long term Low Emission Development Strategies (LEDS). A new, regional partnership was developed between TaTEDO, SusWatch of Kenya and the Uganda Coalition for Sustainable Development (UCSD) that is advocating for pro-poor local energy solutions in East Africa. TaTEDO continued to promote sustainable energy services through workshops, seminars, conferences and through networks.

TaTEDO is coordinating the activities of the International Network for Sustainable Energy (INFORSE) in East Africa. TaTEDO collaborates with TFCG to implement a sustainable charcoal project and with WWF to implement the project titled Leading the Change, Civil Society, Rights and Environment.

**iii. Consultancy and Research:** The strategic objective for this functional area was to expand local capacity in research, training and consultancies for energy technology improvement and adoption in Tanzania. Several research initiatives were performed by TaTEDO either independently or in partnership, including research on mini-grids; electric cooking with Gamos, developing an energy access map with WRI; conducting an energy audit with TIRDO; investigating

counterfeit solar equipment; developing new institutional firewood stoves and new charcoal stoves; and the research of various aspects of biomass energy, climate change and sustainable energy to support TaTEDO activities. The findings from research and consultancy activities regarding (i) the status of mini grids; (ii) the energy efficiency of mini grids; (iii) the use of efficient electrical appliances; (iv) an inventory of biomass energy technologies; (v) an analysis of the charcoal value chain; (vi) a baseline study of low carbon emissions; (vii) a Rural Energy Master Plan for the period 2019-2030; (viii) a baseline survey of energy in the Selous-Ruvuma landscape; and (ix) pre-feasibility studies carried out in Mara Region at Rorya District were disseminated.

**iv. Capacity Mobilization and Building:** The strategic objective for this functional area was to expand the vision, local support and skills related to sustainable modern energy technologies. Capacity building is at the heart of TaTEDO's mandate. In the process of building capacity, TaTEDO strove to improve the ability of organizations, LGAs, entrepreneurs and communities as a whole to successfully plan, coordinate and implement sustainable energy activities. Capacity building would typically start with awareness creation and technologies promotion and be followed by business and market development. TaTEDO through capacity building has managed to train TaTEDO staff, develop social enterprises, enabled several enterprises to access financing, trained several sustainable energy technicians and entrepreneurs, and imparted knowledge and skills to women's groups on the productive use of energy for baking, in cook stove liner production, in briquettes production, electric cooking, etc.

**v. Knowledge and Information Management:** The strategic objective for this functional area was to enable effective information flow to promote advocacy, policy development and the capacity to increase access to sustainable modern energy services. TaTEDO continued with efforts to develop a system for collecting and managing information from different sources and the distribution of such information to interested stakeholders in urban and rural areas of Tanzania. The aim of the system was to contribute to decision-making processes in connection with developing modern energy technologies and services. TaTEDO has improved its Local Area Network (LAN) at the head office and at its Energy Services Centres. TaTEDO used electronic media and ICT facilities to communicate its information to other stakeholders.

The electronic media used included, the TaTEDO website and its social media pages, such as Facebook and Twitter. Several issues of the monthly bulletin TaTEDO Energy Information (TEI) were prepared and distributed electronically. Some of the publications that were prepared by TaTEDO and its partners are available online. Such reports include (i) Accelerating mini-grid deployment in Sub-Saharan Africa; (ii) Biofuel powered energy services platforms for rural energy services; (iii) Guideline manual for identification of counterfeit and substandard solar PV panels and batteries; (iv) Manual for baking, using efficient charcoal stoves; (v)

Solar drying manuals; (vi) Handbooks for local level energy planning; and (vii) Sustainable charcoal value chain. TaTEDO has deployed different awareness raising materials, such as brochures, leaflets, and posters, which are available online for wider information sharing.

**vi. Social Energy Entrepreneurship Development:** Previous efforts by TaTEDO built a solid foundation for strengthening social entrepreneurship by creating a new model where social business principles, characteristics of marketing, and NGO values all co-exist while working with communities to serve the public interest. The approach has enabled TaTEDO to move forward with social entrepreneurship which has led to increased access to sustainable energy services while generating income that is ploughed back into sustainable energy development interventions. For example, SEECO produced about 2000 improved cook stove per month and generated about Tsh. 36 million per year. A SESCO owned and operated mini-grid had the potential, while operating at full capacity, to generate a gross income of up to Tsh. 3 million per month.

### 3.2 Governance and Premises

TaTEDO is governed by a Board of Directors. The Annual General Meeting (AGM) is the supreme decision making body of the organization. There are different technical and management committees that support the TaTEDO Board of Directors. Energy Services Centres are in place and function to fulfill various tasks. The TaTEDO constitution was revised on 2017 to accommodate changes in the organization and in the energy sector more broadly. TaTEDO's office is located in the Mbezi Juu neighbourhood of Dar es Salaam. TaTEDO is in the process of acquiring land in different districts including, Kisarawe, Korogwe, Mwangi, and Mkuranga.

### 3.3 Monitoring and Evaluation

A detailed monitoring and evaluation system that was developed in 2010 was reviewed and assessed for effective tracking of performance of the 2013 – 2018 strategic plan. The monitoring and evaluation system was developed to document TaTEDO's experiences, evaluate impacts, and improve on TaTEDO's provision of services. Tools for gathering information from project areas were prepared and used to assess performance of different projects. Findings were communicated through monitoring meetings, field visits, phone calls, field reports, evaluation reports, the TaTEDO website, through Twitter and Facebook pages, through programme and project reports, and through annual reports. Mechanism were put in place to track the use and mainstreaming of newly learned lessons and experiences from the field, seminars, short courses, and workshops. Lessons learnt, and the feedback received in the process, have enabled TaTEDO to rectify implementation approaches and thereafter facilitate the renovation of some energy products, thereby ensuring improved energy technologies and services to the community.





### 3.4 Addressing Challenges

TaTEDO has successfully implemented several projects across more than 150 villages. Unfortunately, the growth in assets and personnel has not translated into sustained revenues and earnings. There is an urgent need to use such assets to generate income that will lead to organizational sustainability and towards the further development of sustainable energy services. Challenges that TaTEDO continues to encounter will be addressed in the following manner:

- Support the adoption of demand driven approaches and methodologies including, through the provision of institutional capacity building to communities, energy end users, and energy agents;
- Ensure financial and services sustainability for TaTEDO operations beyond development partner support;
- Create capacity within communities, local institutions, and technicians to ensure the sustained operations and maintenance of installed systems;
- Establish a database of energy entrepreneurs;
- Increase partnerships with stakeholders dealing with energy related issues;
- Support the acquisition of skills to undertake research, training, and consultancies on sustainable modern energy technologies;
- Build in-house capacity for CSOs, entrepreneurs, and technicians to design and install off-grid and standalone energy systems for enhancing access to modern energy services;
- Advocate to policy and decision makers for pro-poor climate actions and low carbon strategies;
- Scale up commercialization and market development of both household and institutional efficient cook stoves through a network of well-trained sales agents;
- Promote the use of clean cooking solutions using solar and grid electricity through energy efficient appliances;
- Work closely with entrepreneurs and link them to MFIs, such as VICOBA and village based SACCOS, so as to enhance their capital base and their ability to access energy products or to build up their businesses.

The implementation of TaTEDO activities at all levels has been subject to continuous monitoring and evaluation. Despite the successes that have been achieved, more efforts are required in order to ensure sustainable technologies make a difference to community livelihoods.

### 4.0 SITUATIONAL ANALYSIS

This situation analysis was developed by using SWOT analysis, stakeholder analysis, and through the assessment of critical issues in TaTEDO's environment. The **SWOT** analysis considered TaTEDO's strengths, weaknesses, opportunities and threats. Stakeholder analysis considered all the people and facilities that are involved in the development of organizations that provide sustainable energy services.

#### 4.1 SWOT Analysis

SWOT analysis focused on listing and assessing strengths, weaknesses, opportunities and threats prevailing in and around TaTEDO's environment. Whilst strengths and weaknesses refer to internal capacities, comparative advantages, and internal limitations of TaTEDO, the opportunities and threats refer to the external environment facing TaTEDO in terms of potential and competition. In conducting the SWOT analysis of TaTEDO, the following results were identified:

##### Strengths

- Long term experience in the energy sector;
- Good institutional track record;
- Familiarity of proven sustainable energy technologies and knowledge
- Committed and competent workforce;
- Qualified and skilled staff;
- An established organization with energy service centres at grass roots level;
- Substantial gender mainstreaming at the organization and programme level;
- Experienced in establishing and supporting social enterprises;
- Good working relationship with government and development partners;
- Good networking with local, regional and international partners;
- Competence in energy research and technology development;
- Owns assets, infrastructure, land and premises.

##### Weaknesses

- Insufficient resources to respond to the high demand for project activities;
- Inadequate capacity to measure the impact of project interventions;
- Limited knowledge and capacity on business development issues;
- Lacking sufficient resources to conduct impact monitoring and evaluation;
- Unsuitable facilities for the mass production of energy efficient appliances;
- Deficiently developed social entrepreneurship culture and skills;
- Limited access to investment capital;
- Over dependence on donor funding;
- Low level of cost effectiveness;
- Inadequate staffing for supporting social enterprises.

##### Opportunities

- High demand for energy efficient appliances and other energy technologies in the country;
- Supportive national policies;
- Abundance of sustainable energy sources;
- Support from international development partners;
- Price fluctuations of petroleum products that lead to public interest in alternative energy solutions;
- Good relationship with government institutions;
- linterconnected relationships between environment, energy, and climate change issues;

- Availability of paying customers;
- International and local commitment to integrating gender concerns into energy development;
- Room for a public-private partnerships approach to working;
- Potential for commercializing some business units;
- Availability of areas with potential for sustainable energy development.

##### Threats

- Weak purchasing power of communities for sustainable energy services and products;
- Low priority and inadequate commitment of government to supporting sustainable energy services;
- Insufficient access to affordable financing for sustainable energy technologies and services;
- Low public awareness of the opportunities available in sustainable technologies and services;
- Social barriers and constraints to behavior change in using sustainable energy technologies;
- Climatic change impacts affecting priorities needs of communities including energy
- Change in policies and the area of focus of donor agencies;
- Introduction of cheap foreign products to the local market;
- Increased poverty levels among target groups;
- Financial constrains – donors trend
- Unstable domestic currency that leads to price fluctuations of TaTEDO technologies;
- Influx of cheap and poor quality products in the market.

#### 4.2 Stakeholders' Analysis

TaTEDO recognize the key complementary roles played by stakeholders in supporting the development of sustainable energy technologies and services. Hence, there is a need to carefully consider these stakeholders in developing the Strategic Plan. Table 1 presents a list and brief descriptions of stakeholders that are relevant to TaTEDO: –

**Table 1: Summary of Stakeholders and Their Expectations**

Stakeholders	Roles and Expectation
Communities, SMEs, Institutions and households	Access to sustainable energy for social and economic development
MFIs	Provide financing support for the uptake and enterprise development of sustainable energy technologies

Stakeholders	Roles and Expectation
Government	Policy review and development of a legislative and regulatory environment
TaTEDO Staff	Good working environment Attitude change Stable and progressive organization Financial independence
Development Partners	Transparency and accountability in the use of donated funds Recognition and visibility
Media	Marketing and publicity Disseminate accurate and up to date information
Suppliers	Prompt payment and proper information Integrity and creation of fair competition
TaTEDO Members	Sound management and smooth operations of the organization
Local Governments	Develop energy services to be used at local levels
Energy entrepreneurs, charcoal producers, artisans, masons, operators and other technicians	Produce and construct quality sustainable energy technologies Create energy related capacity for other target groups in the community Create energy awareness in the community

TaTEDO has analyzed its stakeholders depending on their capacity, interest, roles and proximity to organizational activities in order to assess the potential for success of this strategic plan. TaTEDO has mapped stakeholder categories by focusing on their level of effort and priorities and based on their influence over the organization's activities. These categories of stakeholders are of great interest to the organization and at the same time are powerful enough to have influence over organizational decisions. The stakeholder categories listed here are in a position to move forward the organization's interventions and to make the strategic plan a success.

### 5.0 STRATEGIC PLAN (2022 – 2027)

TaTEDO's Strategic Plan (2022-2027) on sustainable energy technologies provides a clear direction to the organization for the next five years. The Strategic Plan will be used as a management tool to enhance performance; to address stakeholder's needs and expectations; and to effectively manage and adapt to changes. The

strategic direction of the organization is stipulated in the vision, mission, core values, functional areas, and strategic objectives that all radiate into the strategic map. The long, medium and short term objectives of the organization all lead to the goal of developing sustainable energy services in Tanzania.

### 5.1 Rationale

In 2017, TaTEDO revised its constitution of 2011 to establish itself as a Sustainable Energy Services Organisation committed to facilitating access to sustainable energy services for all in Tanzania. Around the same time, TaTEDO's strategic plan for 2013 – 2018 came to an end with most of its activities having been accomplished. A revised strategic plan required a re-alignment to reflect the new TaTEDO and the dynamic local and global environment for sustainable energy. During implementation of the preceding strategy, it became evident that the sustainability of the organization and its impact on energy access could be threatened by several factors. Some of the main challenges were assessed to include, the continuous heavy dependence on donor funding, changing donor policies, effects of climate change to targeted communities, and other trends in global energy demand. It was envisioned that certain new approaches and methods could mitigate the challenges and threats to the organization and to the sustainable energy industry in general. One of these promising new approaches is social enterprise development. TaTEDO subsequently revised its constitution to reflect the change in focus and direction. The new strategic plan for 2022-2027 will thus address the issues of energy access and sustainability through development of a better resource mobilization strategy and by strengthening its social enterprises.

The new approach of focused resource mobilization and strengthened social enterprises, applying market approaches to social problems, necessitated the urgent review, realignment and development of TaTEDO's new strategic plan and for those of its related social enterprises. The ultimate goal, as elaborated in the new plan, is to achieve sustainability by enabling TaTEDO to support itself financially in innovative ways. Furthermore, there is a fresh recognition of the need to strengthen partnerships with communities, entrepreneurs, donors and other stakeholders for environmental conservation and poverty reduction. Clear definitions of strategies, objectives, activities, are necessary to address the dynamic environment and to identify social enterprises, human development requirements, and strategies to mobilize resources so as to fulfill TaTEDO's mandate.

### 5.2 Focus of New Strategic Plan (2022 – 2027)

The Strategic Plan of 2022-2027 builds on the considerable achievements of the previous plan, recognizing the new TaTEDO constitution and its social enterprise strengthening approach. TaTEDO's social enterprises aim at ensuring financial sustainability while focusing on ensuring energy access facilitation. The new TaTEDO dream is to:

- Pursue solutions to the energy access problems of the poor while also looking

- at the market case and exploring new technologies and business opportunities;
- Move from traditional thinking to approaches that pursue energy access opportunities more vigorously;
- Generate income through increased energy access;
- Go beyond over reliance on donor support and work towards self-reliance and dignity;
- Establish strategic partnerships with business entrepreneurs and communities for energy access;
- Develop and implement business models in partnership with Micro Finance Institutions (MFIs).

The strategic plan calls for diversified approaches to delivering its services and to financing and mobilizing resources from different sources in order to accelerate energy access and to sustain its services. By this change, TaTEDO will maintain and strengthen its development efforts as well as its social enterprises in order to achieve its goals. Furthermore, the organization will categorize sustainable energy interventions as follows:

- Sustainable energy interventions for basic needs for households and businesses
  - Efficient firewood and charcoal stoves for cooking
  - solar lanterns, solar home systems
  - Efficient electric cooking appliances
  - Sustainable charcoal production methods
- Sustainable energy interventions for the productive needs of households and businesses
  - ovens for baking
  - solar driers
  - Solar water heaters
- Sustainable energy intervention structures to meet large scale energy needs for domestic uses and businesses.
- Off-grid systems (Pico solar lantern, solar home system and mini grids).

This categorization defines the short, medium and long term horizon for TaTEDO. Sustainable interventions for large scale energy needs are considered as long term investment opportunities.

## 6.0 ORGANISATIONAL OVERVIEW

### 6.1 Vision

A country where all have access to sustainable energy services while conserving the Environment, creating wealth and combating climate change.

### 6.2 Mission

To facilitate and empower stakeholders in order to unlock barriers by providing support services and fostering an enabling environment for enhanced access to

sustainable energy for environmental conservation, wealth creation, and climate change mitigation and adaptation.

### 6.3 Core Values

- Passion and professional excellence in the discharge of duties;
- Commitment, teamwork and dedication to the mission;
- Integrity and accountability;
- High quality and satisfactory services to our customers;
- Creativity and innovation in the development of energy technologies and delivery mechanisms.

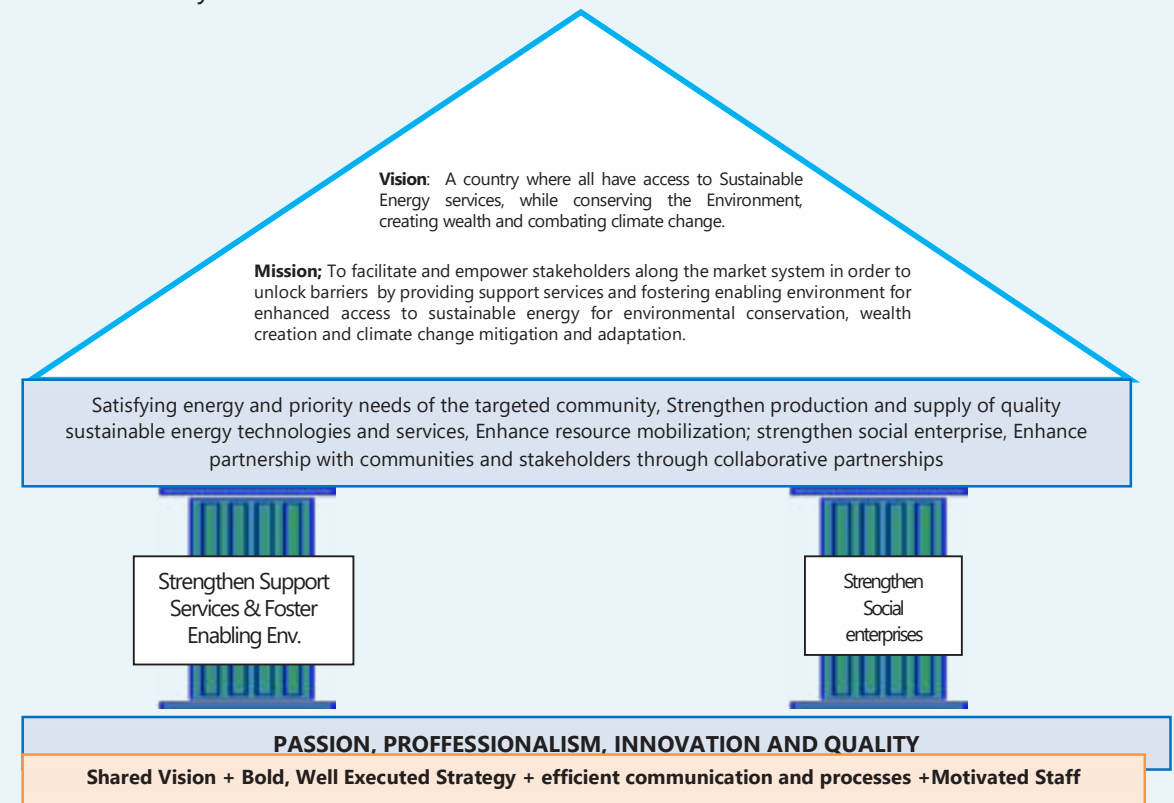


Figure 2: Cause and Effect Pillars

### 6.4 Operational Units and Key Result Areas (Cause and Effect Pillars)

TaTEDO's vision and mission, as well as experiences gained over the preceding years, will shape the organization's functional areas, strategies as well as key activities under the key result areas envisaged over the 2022-2027 strategic period. TaTEDO activities will be undertaken as two separate operational units, social enterprise and Development. Development efforts will involve activities to promote increased energy access, enhanced partnerships and institutional capacities. These activities will follow the traditional TaTEDO approach of provision of support services and

fostering an enabling environment. The social enterprise development efforts will focus on income generation through market approaches.

However, implementation of TaTEDO activities through both development and enterprise approaches will be carried out by considering the relevance of **ecosystem** factors in each respective functional area and strategic objective. Figure 2, the pillars are essential and key to consider as they integrate each other towards improving the livelihoods of energy users and the sustainability of energy projects and products. Although TaTEDO has always been focused on these pillars, more efforts will be made during this strategic plan period. Among the factors to focus on in implementing the new strategic plan are (i) financing solutions for more access to energy services; (ii) technological innovations for better energy service outputs; (iii) training and capacity building for sustainability; (iv) policy for favorable energy incentives and investments; and (v) channels and linkages for supplying and marketing energy services and products. Partners at different levels will be capacitated on how to plan for their energy activities as they can also address integrated ecosystem issues for better results.

A summary of the key result areas, functional areas as well as strategic objectives are presented in Table 2 and discussed below:-

#### **a) Energy Access Development (Support services & fostering Enabling environment) Pillar**

The Energy Access Development effort will involve in activities to promote increased energy access, enhanced partnerships and collaboration with other partners. This pillar fulfills the mandate for which TaTEDO was created. The five key result areas in this pillars are:

- **Participatory integrated sustainable energy assessment, planning, and implementation:** An energy service is designed to meet the needs of people who live in a specific location and socio-cultural context. This result area focuses on ensuring that various socio-cultural aspects and the norms and behaviours of end users are taken into account when energy services are being designed. This will be achieved by undertaking assessments in order to understand the socio-economic and cultural context of targeted energy end-users.
- **Develop and support market chains for sustainable, low carbon energy technologies and services:** This result area aims at strengthening the supply, developing distribution networks, and enhancing demand for sustainable, low carbon technologies and services. This will be achieved by assessing and understanding the actors and the barriers they encounter and thereafter designing and undertaking interventions towards delivering energy services at different levels for different target groups.

- **Develop and implement support services:** This result area aims at ensuring that the additional support needed by targeted end users is taken into consideration for the successful design and delivery of energy services. These support services may include awareness raising; training for both technical and business skills; linking micro-enterprises and end users with affordable financing through micro-finance institutes (MFI). This will be achieved by identifying the types of additional support that will be needed to deliver a successful energy service to target end users.
- **Foster an enabling environment:** This result area aims at assessing the environment for facilitating the widespread use and potential uptake of proposed energy solutions. Assessments may conducted by engaging with national, international, and regional level stakeholders and with policy and decision makers. The objective of these engagements will be to advocate for supportive policies, strategies, regulations and tax incentives.
- **Enhance quality service delivery:** This result will improve information flows and knowledge sharing around sustainable modern energy services to stakeholders. Increased knowledge will allow stakeholders to better manage energy services and natural resources, to understand research, and to track new technological advances. Enhanced information flows will also enhance partnership development.

#### **b) Social Enterprises Pillar**

Social Enterprise efforts will focus on mobilizing resources and using different mechanisms and channels to attain financial sustainability. This pillar will focus on two main areas, as detailed below, namely enhancing resource mobilization and strengthening social enterprises:

- **Enhance resource mobilization:** As a strategy to address financial sustainability, improving resource mobilization through local and international opportunities will be critical. This is based on the need to increase access to sustainable energy services for all while ensuring the operations of TaTEDO continue to be supported. Identifying alternative revenue sources, streamlining operations, and lobbying for enhanced long-term funding, increasing proposal writing, undertaking capital campaigns and online fundraising will be the focus of this result area. New funding opportunities from emerging markets, such as India, China, Brazil, Malaysia etc. will be sought and a wider geographical spread of donors will be sought.
- **Strengthen social enterprises:** The focus of this result area will be to strengthen social enterprises (i.e. SESCOM, SESF, TaCU facilities and SEECO) and revenue generating activities by creating a new model where business principles, characteristics of the market, and entrepreneurial values co-exist while working with communities to serve public interests. This area will enable enterprises to grow and perform their functions effectively, reduce dependency, support the

progress of associate enterprises, and promote networking, lobbying, partnerships and advocacy. The objective is to attain financial sustainability through enhanced networking with partners and stakeholders. Strategies to achieve this objective include strengthening public private partnerships, developing new revenue generation avenues, establishing and managing micro finance opportunities. Strategic links with banks, financial institution and other business will be pursued.

**Table 2: Summary of TaTEDO key result areas, functional areas and strategic objectives**

Key Result Area	Effect	Functional Area	Strategic Objectives
Develop and implement participatory, integrated sustainable energy assessment, planning and implementation	Enhanced governance structures and raised awareness regarding culture and traditions that hinder adoption of sustainable energy technologies	Needs Assessment	<b>1. Improve project/ programme development and implementation process</b>
Develop and support market chains for sustainable low carbon energy technologies and services	Barriers, enablers and drivers of sustainable energy technologies and services along market value chain addressed	Market development	<b>2. Retain/expand customers base and deliver products efficiently</b>
Develop and implement support services	Barriers to adoption of sustainable energy technologies and services by end users addressed	Community mobilization	<b>3. Increase community outreach</b>
Foster an enabling environment	Influence sustainable energy and environment related policies, strategies, and legislation	Networking, lobbying partnerships and advocacy	<b>4. Derive policies, strategies and legislation changes</b>

Key Result Area	Effect	Functional Area	Strategic Objectives
Enhance quality service delivery	<ul style="list-style-type: none"> <li>• Increase information flows to better manage Sustainable modern energy technologies and resources</li> <li>• Research and track new technological advances</li> <li>• Ensure that the performance in terms of impacts is assessed, packaged and reported</li> </ul>	Consultancy and Research	<b>5. Improve local capacity in research, training &amp; consultancies for sustainable energy technologies</b>
Well-funded Sustainable Energy Projects	<ul style="list-style-type: none"> <li>• Enable TaTEDO to grow and perform its functions effectively</li> <li>• Increased project funding and financial sustainability</li> </ul>	<ul style="list-style-type: none"> <li>- Information, knowledge and risk management</li> <li>- Monitoring and evaluation</li> </ul> Resource Mobilization	<b>6. Strengthen information flow, participatory monitoring, evaluation and learning</b>
Financial sustainability enhanced	<ul style="list-style-type: none"> <li>• Support growth of associate enterprises</li> <li>• Increased entrepreneurship</li> </ul>	Social Entrepreneurship	<b>7. Drive financial stability</b>



## 7.0 STRATEGIC MAP

A strategic map is a diagram that is used to document the primary strategic objectives being pursued by an organization or management team. The process of creating a strategic map was directed towards developing strategic objectives. The strategic objectives concretely describe the intended course of action for each strategic thematic area of the strategy and thus focus the organization on what needs to be done.

An important step taken was the formulation of a series of strategic responses for each prioritized driving force. This enabled the articulation of impact indicators for the identified challenges.

The strategic map is a planned response to prioritized driving forces of TaTEDO, strategic response (summed up as strategic objectives for each functional area) and indicators of impact for each thematic area are shown hereunder:



**Table 3: Strategic Map of TaTEDO (2022-2027)**

		PRIORITIZED CRITICAL ISSUES IN TaTEDO ENVIRONMENT					STRATEGIC RESPONSES & ACTION PLAN		
TaTEDO STRATEGIC THEMES AND PURPOSE	OVERALL STRATEGIC OBJECTIVES	1) Adoption of sustainable energy technologies is critical for improved livelihoods, environmental conservation and poverty reduction in Tanzania	2) Strengthened market chains for continuous and sustained supply of renewable energy technologies (RETs)	3) Increased knowledge, skills and information for scaling up adoption of RETs	4) Increased supportive and favorable policies on investment, financing, and licensing of RETs	5) Generation of own resources enhances decision making and rapid development of the organization	Improve project/ programme development and implementation process	Retain/expand customers base and deliver products efficiently	
		Undertake economic and socio-cultural assessment of the target communities to determine energy demand	Strengthen human capital	Raise awareness on gender and cultural traditions that hinder adoption of Sustainable energy technologies	Mainstream gender in projects and programmes	Recruit qualified managers for social entities			
		Undertake market value chain assessment of sustainable energy technologies and services	Develop agents of sustainable energy technologies	Identify barriers facing market actors of sustainable energy technologies	Provide support services to market actors based on study findings	Enhance capacity of local entrepreneurs to operate sustainable energy technologies and manage related business			
Need Assessment									
Market Development									



PRIORITIZED CRITICAL ISSUES IN TaTEDO ENVIRONMENT						
TaTEDO STRATEGIC THEMES AND PURPOSE	1) Adoption of sustainable energy technologies is critical for improved livelihoods, environmental conservation and poverty reduction in Tanzania	2) Strengthened market chains for continuous and sustained supply of renewable energy technologies (RETs)	3) Increased knowledge, skills and information for scaling up adoption of RETs	4) Increased supportive and favorable policies on investment, financing, and licensing of RETs	5) Generation of own resources enhances decision making and rapid development of the organization	OVERALL STRATEGIC OBJECTIVES
Community mobilization	Mobilize men and women in communities and institutions to access and adopt sustainable energy technologies	Raise awareness and enhance capacity of local communities through demonstration and trainings	Link communities with microfinance institutions to acquire RETs through flexible payments	Design an energy services delivery model	Promote and increase demand for sustainable energy products	Increase community outreach
Networking, lobbying partnership and advocacy	Strengthen partnerships and alliances to lobby and influence policies, strategies and legislation related to sustainable energy and environment.	Sensitize key stakeholders and policy makers on sustainable energy technologies	Develop partnerships with sales agents that market sustainable energy businesses	Build bridges with different funding agencies	Develop Joint ventures with internal and external energy social enterprises	Derive policies, strategies and legislation changes
Information/ Knowledge Management, Monitoring and Evaluation	Strengthen the role of district and village energy teams on monitoring and dialogue	Strengthen knowledge and experiences sharing with stakeholders	Strengthen information management for entrepreneurs and implementation agents	Enhance participatory monitoring and evaluation	Establish a database for sustainable energy suppliers and agents	Strengthen information flow, policy development, participatory monitoring evaluation and learning

PRIORITIZED CRITICAL ISSUES IN TaTEDO ENVIRONMENT						
TaTEDO STRATEGIC THEMES AND PURPOSE	1) Adoption of sustainable energy technologies is critical for improved livelihoods, environmental conservation and poverty reduction in Tanzania	2) Strengthened market chains for continuous and sustained supply of renewable energy technologies (RETs)	3) Increased knowledge, skills and information for scaling up adoption of RETs	4) Increased supportive and favorable policies on investment, financing, and licensing of RETs	5) Generation of own resources enhances decision making and rapid development of the organization	OVERALL STRATEGIC OBJECTIVES
Resource Mobilization	Strengthen Public and Private Partnership in energy development sector	Increase skills to institutionalize recovery of funds from development activities	Increase fundraising from corporate business and poor households	Develop proposals and business plans for development, business and consultancies	Diversify revenue stream and enhance financial sustainability	Drive financial stability
Social Entrepreneurship	Explore opportunities in the corporate sector for leveraging resources	Strengthen the management of social enterprises	Develop markets for Sustainable energy products and service	Develop Interventions for generating energy through off-grid systems	Strengthen investments, working capital and financial management for social enterprises	Strengthen social enterprises business
INDICATORS FOR EACH CRITICAL ISSUE	Households, SME's and institutions using sustainable energy technologies and services increased by 50% in 20 regions	Supply of sustainable energy technologies becomes reliable and affordable by a majority of local communities	Demand for sustainable energy technologies and services increased by 10% from the 2022 baseline	Investment in sustainable energy projects increased by 10% from the 2022 baseline	Four (4) social facilities for resource generation for sustainable energy technologies mobilized	

## **8.0 UNPACKING THE STRATEGY MAP FOR SHORT, MEDIUM AND LONG TERM FUNCTIONS**

The strategy comprises of different functions depending on Strategic Themes and critical organization environmental issues shown in the strategy matrix. The links between creating access to sustainable energy technologies/services and resource mobilization targets will be clearly established and implemented. The TaTEDO strategic map is in line with the SE4ALL Regionalization and Implementation plan. Some of the components in the plan which include capacity buildings, awareness raising, communication, institutionalization, technical support, energy infrastructures, management, monitoring evaluation and knowledge management will be addresses in TaTEDOs short, medium and long term functions; as they have been unpacked from the strategic map above:

### **8.1 Short Term Strategies**

#### **i. Undertake social economic and cultural assessment of the targeted community**

The energy needs of rural people are directly linked to their socio-cultural context and economic lives. This activity will involve gathering baseline data from the targeted community which will include economic and socio-cultural information

#### **ii. Undertake energy demand assessment of the community**

Energy demand can be broken down into several sectors including household, subsistence farming, agriculture, livestock, industry, commerce, offices, transport, social services such as schools, hospitals, etc. Each category has its own set of requirements and constrains. This activity aims to understand energy demand for a particular community for consumptive and productive purposes and then determine obstacles

#### **iii. Undertake market value chain assessment of sustainable energy technologies and services**

The organization will assess and understand market actors along the market chains (end-users, retailers, distributors, suppliers/importers and producers). The activity will also focus to identify how each market actor is interconnected within the system and how the energy value chain functions from primary energy production to the different end use markets.

#### **iv. Develop agents of sustainable energy technologies**

The organization will support establishment of network of suppliers of sustainable energy technologies and services. This will involve identifying and building capacity of potential suppliers and distributors of sustainable energy technologies and services.

#### **v. Identify barrier facing market actors of sustainable energy technologies**

This activity will analyze and understand barriers, enablers and drivers of proposed sustainable energy solutions. It will explore ways to reduce market margins for affordability improvement towards accelerating marketing and delivery of proposed energy solutions for different segments of end-users.

#### **vi. Provide support services to market actors**

This activity will focus to identify type of additional support will be needed from supply and demand sides to facilitate scale up marketing and adoption of energy technologies and services. Linking community with microfinancing institutions to acquire RETs through flexible payments is part of this activity.

#### **vii. Mobilize, promote and sensitize men and women in communities and institutions to access and adopt the use of sustainable energy technologies**

The strategy focuses on raising awareness and sensitization of local communities on socio-economic benefits associated with use of Sustainable energy technologies and services. Also it aims to sensitize community to change cultural behavior towards Sustainable energy technologies.

#### **viii. Raise awareness and develop capacity of local communities through demonstration and trainings**

This activity aims to educate and sensitize local community on potential of sustainable energy technologies and services. It also focusses to build their capacity to ensure sustainability of services. Community will be trained on construction and repair of technologies to be able to do so when need arise.

#### **ix. Strengthen partnerships to lobby and influence policies, strategies and legislations related to sustainable energy and environment.**

The organization will strengthen partnerships by identifying allies from local and international organizations for lobbying at local and international levels to improve policies, strategies and legislations related to sustainable energy and environment. This will be followed by formation of alliance/coalition, capacity building, preparation of advocacy strategy and meeting decision and policy makers for effecting changes in policies, strategies and legislations

#### **x. Develop partnership with sales agents in Sustainable energy business and marketing**

The partnership with sales agents intend to strengthen business activities and establish market networks to enable social enterprises to supply sustainable energy products and services to customers in different areas in the country. Sales agents will be recipients of sustainable energy products for retailing to the customers

in rural, urban and peri-urban areas. The sales agents will be identified, trained and facilitated in order to market products and services from social enterprises.

**xi. Increase Skills of Institutionalize Recovery of Funds from Development Activities**

Fund recovery represents the return of initially invested funds over the timeframe of the project or development activities. The fund recovery analysis will undertake during planning of implementation of the project by involving beneficiaries of sustainable energy technologies. This will be followed by putting in place a system for fund recovery, contract signing and recruiting a staff for fund recovery and ability to control payments of services from beneficiaries

**xii. Develop proposals and business plans for development, business and consultancies**

The organization will continue with fundraising from development partners by writing concept notes, project proposals and business plans depending on calls for proposals and needs from different bilateral and multilateral organization requirements. Different funding sources will be identified and find out their areas of support which will be followed by preparation and submission of proposals or business plans and making follow up to the funding agencies.

**xiii. Develop Interventions for generating energy through off grid systems**

Key potential areas where interventions can take place will be identified with solar energy being a priority. Collaborations with local and government agencies will be strengthened as they are reliable sources required information for investment. Some of these interventions will be jointly implemented with other social enterprises. Efforts to secure funds, land, permits and licenses for power generation and capacity building to staff and partners will be strengthened.

**xiv. Diversify Revenue Stream and Enhance Financial Sustainability**

There are different revenue streams which may be used by organization to enhance financial sustainability. The primary source of revenue for organization relies on grants, consultancy services and sales of goods. Adopting a strategy of diversification should lead to greater stability in the revenue structure, which potentially makes longevity and sustainability. The organization could retain current donors and find new innovative ways to acquire more funding. Revenue will be generated from multiple sources; each source represents earned income for the organization. Revenue will be diversified by involving generation of revenue from sources that represent both earned income and grants. This will go concurrently with capacity building of staff in the organization and put in place resource mobilization strategy.

**8.2 Medium Term Strategies**

**i. Enhance capacity of local entrepreneurs to operate sustainable energy technologies and manage related business**

Among others local entrepreneurs will be provided with business development and managerial skills. Furthermore, linkages will be developed between entrepreneurs and micro-financing institutions.

**ii. Promote and increase demand of sustainable energy products**

This will involve research to identify policy and market barriers for increased demand for Sustainable energy technologies and services and provide corrective measures. The focus will also be on increasing number of energy business service centres and agents.

**iii. Mainstream good governance and gender practices in Sustainable energy technologies marketing**

Tools to assess good governance and gender issues involvement will be developed and will result into reviewing some policies and regulation that reflects modern practices for organization growth. Mechanisms that will ensure transparency and monitoring change of the organization in gender issues and financial control will be established in consultation with agencies or partners that can support its implementation.

**iv. Sensitize key stakeholders and policy makers on sustainable energy technologies**

The key stakeholders at international, regional, national and local levels will be sensitized to understand sustainable energy technologies. This will as well involve adopting and including them in the policies and related national documents to authorize their use in urban and rural areas. The sensitization will be undertaken by using different media including policy briefs/fact sheets, conduct meetings with decision makers and make follow up of including agreed deliberations in policies, strategies and legislations.

**v. Build Bridges with Different Funding Agencies**

The building bridges with funding agencies in important for resource mobilization in order to support development of sustainable energy services. The building bridges will be conducted through the process of identifying and making contact to funding agencies and visit them for application of financial resources.

**vi. Enhance Participatory Monitoring and Evaluation**

TaTEDO will maintain its approach of participatory monitoring and evaluation. The methodology brings into play the participation of all sustainable energy players from the beneficiary communities, village government leadership, responsible district council representatives, national and international partners

through external reviews and evaluation missions. It involves designing and implementation of baseline data collection. At the community level, TaTEDO will make use of knowledgeable and experienced local enumerators to collect sustainable energy performance information which will be managed and shared widely to all stakeholders. During the reporting time, organization will establish a functioning participatory monitoring and evaluation process whereby the District energy teams will monitor project implementation progress at a specific duration.

#### **vii. Strengthen Information System Management**

TaTEDO will continue to strengthen existing management information system. The aim of this system is to contribute to the decision-making process of developing sustainable energy technologies and services. In order to efficiently manage both qualitative and quantitative information from different sources, TaTEDO will build capacity for acquiring, storing, processing, disseminating information for planning, awareness creation, capacity building and monitoring sustainable energy development activities. This will be disseminated through prints and electronic media.

### **8.3 Long Term Strategies**

#### **i. Develop Approach for Managing and Implementing Project at Community levels**

This will involve reviewing of the TaTEDO local level energy planning, implementation approaches and methodologies to consider ecosystem approach for effective implementation of local level activities. Local authorities and partners will be capacitated to adopt the approach to ensure sustainability of the initiatives.

#### **ii. Recruit Good Management for Social Entities**

Competitive selection processes will be carried out to obtain capable personnel and their capacity on management and business issues will be strengthened through trainings. To exercise good management mechanisms to allow creativity, independent decisions and self-financial flow control will be established. This will be facilitated by provision of better working tools.

#### **iii. Develop Joint Ventures with Internal and External Energy Social enterprises**

Joint venture will be arranged such that two or more organizations will collaborate for particular purposes or on a particular project in areas of sustainable energy development and business development. This will be undertaken by identifying opportunities which can be exploited by partner organizations and then work together to exploit the business undertaking. Existing organizations are involved in business activities and the process will enable to avoid duplication of efforts and to intensify use of existing capacities, experiences and potential knowledge on sustainable energy services for ensuring success in the sustainable energy business activities.

#### **iv. Strengthen the role of district and village energy teams on dialogue and monitoring sustainable energy technologies**

TaTEDO will apply a systematic approach of the implementation of sustainable energy development activities which consider dialogue and monitoring by using district and village energy teams. In any intervention, the organization will start with baseline survey for situational analysis prior to its implementation. This will be followed by preparation of formats and framework for data collection from local levels. The collected information will be used for reporting and solving drawbacks of implementing activities of sustainable energy services.

#### **v. Strengthen knowledge sharing, skills and experiences with stakeholders**

TaTEDO will continue with efforts of developing a system for collecting and managing knowledge, skills and experiences from different sources and disseminate them to interested stakeholders and different audiences in urban and rural areas. The purpose of the knowledge sharing is to share perspectives, ideas, experience and information; to ensure that these are available in the right place at the right time to enable informed decisions and to improve implementation of sustainable energy activities.

#### **vi. Strengthen Public and Private Partnership (PPP) in Energy Development Sector**

The public private partnership stimulates private sector investments and promotes efficiency of implementing sustainable energy activities and services. TaTEDO will work with social enterprises to stimulate business functions as a way to disseminate sustainable energy technologies while making funds for further development of the energy services. During installation of large electric systems, the organization will work with experienced social enterprises to share expertise of developing systems. PPP will also be applied during provision of consultancy services.

#### **vii. Fundraising from Corporate Social Responsibility to Support Poor Households and Communities**

The organization will make efforts to access social cooperate responsibilities fund from different companies as a mechanism to address economic, social and environmental problems for poor households and communities. The private sector constitutes a large portion of wealth and job creation, rendering it a powerful social tool that can be used to alleviate poverty. Those living in poverty, particularly extreme poverty, are often surrounded by economic deprivation, including unemployment and a lack of investment from private actors. TaTEDO will use funds raised from social responsibilities of the corporate sector to support poor households and communities by investing in social and productive use of energy schemes.

## 9.0 STRATEGIC PLAN BUDGET, FINANCING AND RESOURCES MOBILISATION

### 9.1 FINANCIAL RESOURCE REQUIREMENTS

Financial self-sufficiency and sustainability is one of the core objectives in this strategic plan. This is especially critical given the need to increase access to sustainable energy services and technologies by the majority poor while ensuring the operations of TaTEDO are supported sustainably. During the plan period, it will be necessary to identify alternative sources of revenue to reduce dependency on development partners, strengthen the business enterprises, streamline operations and lobby for enhanced long-term funding from partners and enhanced partnerships with entrepreneurs and communities.

This will be complemented by structural changes which will ensure the resources are allocated to areas and operations that support core mandate of TaTEDO and also generate revenue. Of necessity, therefore, the support of non-income-generating roles within the organization may need to be scaled and rationalized. Effective planning requires that all strategies and activities are fully funded and that there will be no deficit budgeting/financing during the plan period and in future. The rationalization of human and financial resources is central to the attainment of the strategic objectives. The structural problems and capacity limitations or excesses will have to be critically studied to ensure that the resources are adequate and are optimally deployed for the benefit of the targeted group, staff and the organization. Hybrid interventions that combine internal competencies and outsourcing may need to be considered particularly in respect of specific activities or general process re-engineering.

For the period of five years, the budget requirements are estimated to be at USD 3,628,644. This calls for joint efforts from all key stakeholders at different levels to supports the ongoing efforts of ensuring the majority access to energy services.

Functional Area	Amount in USD					Total Budgets USD
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
Need Assessment	66,047	70,733	94,200	61,200	53,755	345,935
Market Development	128,700	135,793	149,295	177,150	194,498	274,033
Community mobilization	37,530	42,000	61,350	77,670	80,417	298,967

Functional Area	Amount in USD					Total Budgets USD
	2022/2023	2023/2024	2024/2025	2025/2026	2026/2027	
Networking, lobbying partnership and advocacy	65,367	70,500	57,300	45,000	30,742	268,909
Information/ Knowledge Management, Monitoring and Evaluation	47,045	61,872	69,113	70,732	83,400	332,161
Resource Mobilization	26,195	49,230	73,500	59,430	65,678	785,436
Social Entrepreneurship	228,570	243,044	270,008	294,651	286,929	1,323,202
<b>Grand Total in USD</b>	<b>599,454</b>	<b>673,171</b>	<b>774,767</b>	<b>785,833</b>	<b>795,420</b>	<b>3,628,644</b>

**Table 4: Implementation budget for year 2022/2023 to 2026/2027**

### 9.2 RESOURCE MOBILISATION STRATEGY (RMS)

TaTEDO's main source of revenue has been through the development partner's support. The desire is to grow the internally generated revenue and alternative fundraising to achieve a ratio that is favorable for its sustainable growth.

#### 9.2.1 Short-term strategies (1-2 year's period)

- The strategies under the short terms aim at developing, strengthening and improving on the financial management systems. Under this, the focus shall be on cost savings and better financial management. This shall involve aligning budgets to the strategic plan, optimize financial resource allocation and strengthen budget controls and fund management. This will be successful by;
  - Strengthen financial management systems that provide the information, which will enable the management to make sound financial and interventions decisions, thus thereby improve the efficiency and sustainability of the organization.
  - Analyze costs and expenditures to identify potential cost saving areas and develop policies and strategies for reducing recurrent costs.
  - Develop financial projections and action plans to achieve the same.
- Diversify and increase granted and donated funds through quality project proposal writing and marketing TaTEDO offered packages and services.
- Explore how the pool of partners from whom TaTEDO draws support can be expanded.

- Increase income generating activities of TaTEDO through its social enterprises; SESCOM enterprising consultancies, marketing products through SEECO, preparation and marketing of publications materials where possible and promoted technologies.
- Develop clear pricing policy and strategies for products, services and scaling up marketing and establish income targets from each products, entities and services offered.
  - Capitalize on sound working environment that fosters positive motivation, transparency, creativity, commitment and accountability of staff to the organisation through provision of incentives, soft loans, just to mention but a few.
  - Sensitise staff on the importance of sustainability, raise caring and concerned attitude and willingness to participate and contribute to efforts for ensuring financial sustainability of the organization and thereby result into behavioural change when addressing customer's needs;
  - Establish a special fund for development and risk mitigation which will be contributed to by various income generating activities of the organization, put forward clear guidelines for its management and the follow up investments.
  - Strengthen capacity of social enterprises – SESCOM (SESF, TaCU) and SEECO to offer good quality products and services, i.e. develop business centres, better and quality production of products, market and scale up e-cook concept, LEDS, new building for renting, promote product dealers and agents nationwide.
  - Strive to generate surplus income of which agreed percentages will be deposited in Special Fund account for addressing key issues of the organization including debts payments and further infrastructure development when necessary.
  - Rent and or commercialise some TaTEDO facilities with income earning potentials, workshops and others.
  - Ensure staff commitment to policies, strategies, laid down core values of the organization, regulations and interventions.
  - Outsource activities such as fundraising, public relations, printing and publishing, and maintenance and construction during the plan period. This policy should be applied to all non-core activities however outsourcing will be subject to cost-benefit assessments and other considerations.

### 9.2.2 Medium term strategies (2-3 years period)

- Strengthen and invest in its social enterprises to ensure surplus earnings and rationale use of the realized resources. The most sustainable source of revenue shall be from internally generated revenue. This shall mainly come from strengthening SEECO, and SESCOM (SESF, TaCU) social enterprises. This shall provide the much needed revenue to increase access of Sustainable energy technologies to the majority and marginalized communities and conserve the environment.
- Strengthen marketing efforts for products and services with business potentials.
- Explore and invest in stock market share exchange for profit generation.

### 9.2.3 Long-term strategies (up to 5 years and beyond)

- Explore opportunities through social enterprises becoming a green electricity producer/ distributor and a key sustainable energy consulting firm in the country.
- Explore joint venture investment opportunities and analyse the best opportunities to invest in large size renewable energy businesses such as solar farms for electricity generation, mini grids, etc.
- Buy some shares from well performing social enterprises.
- Prepare long-term business proposals for different promising businesses aiming at increasing revenues for the organization and the social enterprises.
- Explore opportunities for investing in fixed assets like land and explore possibility of developing office and shop complex and renting them to other institutions; develop infrastructure with potential for renting at our office premises.

## 10.0 ORGANIZATION STRUCTURE AND MANAGEMENT

TaTEDO will maintain a lean organizational structure and operate based on two pillars as described in the Strategic Plan map. These are energy access through strengthened support services, fostering enabling environment and Social Enterprise complemented by associate staff and Corporate Support.

Sustainability, efficient and cost effectiveness being at the core of its implementation, TaTEDO shall seek to partner, outsource some of its activities and collaborate with various organizations. It will seek to undertake more coordination and mentoring role to the local implementing partners, entrepreneurs, MFI's, SACCO's, community level CBO's and NGO's.

In the organization structure in line with its constitution, the management of TaTEDO is vested in Annual General Meeting, the Board of Directors and the Chief Executive Officer.

The AGM is the supreme organ of the Organization, which elects nine board members after every three years, makes resolutions and decides on policy issues and other strategic plans of the Organization. The AGM is held once per year. The Board of directors is the highest strategic decision making organ on issues related to the ultimate fate of the organization. All assets of TaTEDO are vested in the board of directors.

The Board of Directors are responsible for formulating policies and strategies and in making decisions on matters bestowed to them on behalf of the AGM for facilitating programmes and implementation of resolutions.

The Chief Executive Officer (also the secretary of the Board) is responsible for the execution of the agreed programmes and directing the day-to-day activities of the organization. The Management may form short term committees not exceeding three at a time to facilitate work implementation.

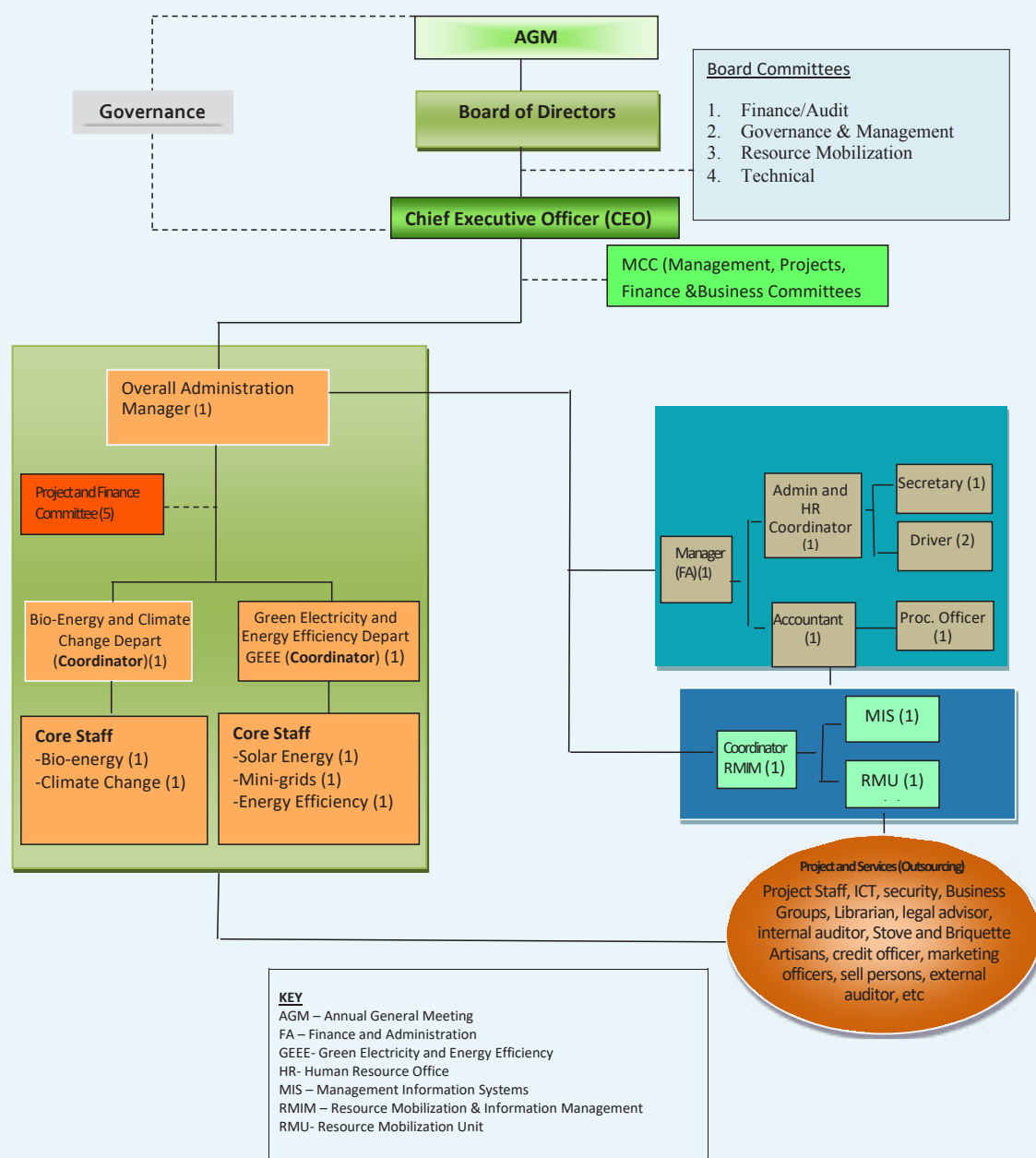


Figure 3: TaTEDO Organisational Structure

## 11.0 IMPLEMENTATION APPROACH

### 11.1 Community Intervention Approaches

Major strategies and approaches used by TaTEDO for implementing programmes and projects are close collaboration with local authorities, strong participation of key stakeholders, programmatic and market-oriented approaches.

TaTEDO shall implement its interventions in close collaboration with local authorities, strong participation of key stakeholders using the social enterprise and market based approach. The focus shall be on partnering and empowering local partners to undertake various activities. In essence the strategy is to ensure TaTEDO continues to remain lean while working through various associates, partners and entrepreneurs to support its activities at the local level.

Local partnership involves identifying locally based partners, undertaking village participatory planning exercise together to determine local priorities and their energy linkages, take into consideration locally existing stakeholders, competencies and capacity and agree on how to jointly share strengths and resources in undertaking identified developmental activities in an integrated approach. On the basis of such consideration and approach, TaTEDO in the course of implementing the programme and projects, has already identified several local institutions (NGOs, CBOs and private actors) to collaborate with in undertaking different activities as partners in its programme areas.

### 11.2 Field Implementation Approach

A systematic implementation approach practiced by TaTEDO based on her more than thirty years' experience of implementing sustainable rural energy projects and programmes. Through participatory approaches, TaTEDO undertake its interventions aimed at developing among others sustainable energy market systems, Table 5.

Table 5: TaTEDO Implementation Approach

Market Chain	Supporting Services	Enabling Environment
Study and identify actors along the market chain of energy technologies	Identify and ensure supporting services to increase and scale up access to energy services i.e. start-up grants, micro-finance.	Advocate for supportive and favorable policies on investment, financing, licensing, registrations, regulations, availability of credits.
Identify the barriers facing each actors		
Assess and understand priority needs, wants and determine link with intended energy services	Capacity development Through demonstration and trainings	

Undertake social economic cultural assessment of end users i.e. level of awareness, skills, willing and ability to pay	Manage and disseminate awareness information	Lobby and advocate for incentives such as feed in tariffs, subsidies, tax waivers etc.
Develop interventions i.e. innovations, channels and networking with stakeholders	Link end users and energy entrepreneurs with Micro Financial Institutions for investment and working capitals.	

Collaborating partners and local communities have commended the approach as it broaden understanding of all key stakeholders, enhance good relationship with target groups, enhance ownership of the project process and outcomes, thus ensuring transparency, gender equity and equality, high accountability and sustainability of the achievements.

The approach involves participatory planning, implementation and monitoring of the proposed project activities. Participatory provision of enterprise and business development services through market development as an important component of the project sustainability. This method involves helping the entrepreneurs to screen and validate the business ideas, undertake opportunity and market analysis use appropriate marketing skills and strategies to implement successful businesses.

The structure aims at facilitating the scaling up, replicating and mainstreaming of energy initiatives at the local level. Successful development, support and strengthening of actors shown in this structure imply enhancing capacity for accessing modern energy technologies and services at the local level.

For a successful scaling up of access to modern energy services in rural areas, appropriate and strong institutional framework at the local level will have to be established.

Each partner's role and responsibilities are clearly spelt out and partners are also assisted to effectively fulfill such responsibility. This leads into collaborative efforts, which result into sharing of knowledge and strengths at the local levels. This also facilitates the leveraging of non-monetary resources from the community of which energy services are promoted, and in some cases not recognized. Greater efforts on productive energy services is required in order to facilitate increased access to better energy services in rural areas for different end users and improve their livelihoods.





## 12.0 MONITORING AND EVALUATION

### 12.1 Monitoring of Strategic Plan

The progress of TaTEDO's strategic plan implementation will be checked and monitored on a fairly regular and scheduled basis to see if it is still on track. If it is not on track, the plan must be nudged back in the right direction.

Our ability to achieve the goals and objectives described in this Strategic Plan depends on the level and allocation of budgetary and human resources. TaTEDO management is committed to allocating resources efficiently by measuring performance, evaluating programs and monitoring the work of our grantees and sponsors. However, TaTEDO will strengthen its monitoring system for tracking the performance and progress of each function in the strategic plan on daily, weekly and yearly basis. The monitoring system is the key instrument for managing the collection, analysis and reporting on the performance data that must nourish TaTEDO's sustainable energy activities. The system will capture key elements of expected results of strategic plan implementation, by outlining proposed key performance indicators for each results level, targets, baselines, frequency of data collection, data sources and methods, as well as responsibilities for data collection and consolidation.

The design of the strategic plan M&E system will also take into consideration the current monitoring system used by TaTEDO that could feed in information to track indicators of each project, programme and existing social enterprises. Monitoring and Evaluation will involve assessment and tracking of both physical and financial performance for each activity, project and programmes implemented by the organization. If possible, all data will be stored in the computerized database.

### 12.2 Evaluation of Strategic Plan

The cross-cutting goals and objectives in TaTEDO's Strategic Plan align our programs and focus our work to achieve a specific set of outcomes and impacts after its implementation for five years. Each strategic objective describes the outcome that TaTEDO aims to achieve with a defined set of functions. Each strategic objective and functional areas, are linked to identify strategies that define how we intend to accomplish those results. Finally, these strategies have specific performance measures that define how we will know that we are successful in achieving TaTEDO's missions and vision.

For some measures, there is a level of performance or 'target' assigned with the expectation that it will be met. TaTEDO for other functions will establish baselines for the measures where no targets have yet been established. Once the baselines are established, responsible staff will set annual performance targets to track and improve our progress. The performance will be assessed against those targets annually.

TaTEDO will build operational and programmatic improvements into the organization to reinforce a culture of continuous improvement and operational excellence based

on our learnings. This is due to the fact that much of TaTEDO's success is based on ability to report their results and sharing across development partners, members and interested stakeholders to support its evidence-based decision making and program improvements.

The activities which will be implemented through different project, will also be evaluated through project plans. End of project evaluations are usually conducted by using external evaluators to help steer up the projects and draw lessons for the future projects planning and implementation. The aim is to determine the relevance and fulfillment of objectives, efficiencies, effectiveness, impact and sustainability. External evaluators, appointed by project funding agency, usually carry out evaluation in collaboration with staff from TaTEDO M&E team.

## 13.0 KEY ASSUMPTIONS AND RISKS

### 13.1 Assumptions

- i. The current positive support and political will to address energy issues at the national and international levels will prevail.
- ii. TaTEDO will succeed in increasing its capacity in key strategic areas of organizational learning, entrepreneurship development and community engagement in its functions.
- iii. Increased self-reliance will strengthen TaTEDO's sustainability, local support and strategic independence.
- iv. Enabling policies and legal instruments are favored and being developed by appropriate government ministries.

### 13.2 Risks

- i. Low budget allocations for sustainable energy infrastructure hindering dissemination and promotion of access by poor communities.
- ii. Taxation of energy equipment negatively affecting ability to extend services widely.
- iii. Energy policy that is lacking effective strategy and legal framework to support adoption of modern energy technologies.
- iv. Prevalence of poor governance and corruption in the energy sector.
- v. Perpetuation of cultural beliefs that undermine full participation and ignore benefits to men and women.
- vi. Inadequate resources to install maintain and continually adopt local and imported energy technologies.
- vii. Rural beneficiaries' low ability and willingness to pay for sustainable modern energy services.

## ANNEXES

### Annex 1: OBJECTIVES, STRATEGIES AND ACTIVITIES

The objectives indicate what TaTEDO needs to do or needs to respond to in order to effectively provide relevant energy products and services to its stakeholders in line with its vision and mission as well as opportunities and challenges in the existing environment. The objectives summarize the key results TaTEDO intends to achieve within each functional area and describe the course of actions during the strategic period. Strategic objectives and proposed activities under each objective are presented in the sections below. Each table in this section presents strategic objectives, specific strategies and associated activities for the development and enterprise units respectively.

#### Strategic objectives and related activities for the Development Pillar

##### Energy Access and Development Component

#### STRATEGIC OBJECTIVE 1: Improve project/programme development and implementation process

Strategies	Major Activities
1.1 Conduct economic and socio-cultural assessment of the targeted community to determine energy demand	1.1.1 Conduct baseline study to assess the present energy situation
	1.1.2 Undertake energy demand need assessment for consumptive and productive purposes for the present and future
	1.1.3 Assess and understand priority needs, wants and determine link with intended energy services
	1.1.4 Identify potential entrepreneurs for proposed technologies

Strategies	Major Activities
1.2 Strengthen Human Capital	1.2.1 Undertake knowledge gap assessment and working tools/ facilities inadequacy
	1.2.2 Strengthen capacity of staff and partners on regular basis for broad set of skills and expertise to support outcomes
	1.2.3 Provide staff with appropriate working tools and facilities for maximized results.
	1.2.4 Develop a human resource capital strategy that assures recruitment of skilled staff, retention of experienced working team and the proper succession plan.
	1.2.5 Invest on practices that enhance staff motivation such as incentives, support carrier advancement-trainings, appreciations and encouragements for increased morale.
1.3 Raise awareness on gender and cultural traditions that hinder adoption of sustainable modern energy technologies	1.3.1 Prepare equitable awareness raising strategy that will involve influential stakeholders such as village governments, FBOs, CSO, and district departments
	1.3.2 Prepare and distribute gender and cultural awareness materials to stakeholders.
	1.3.3 Prepare and publish articles, radio and TV programs for a wide spread awareness on the effects of cultural traditions.
	1.3.4 Collaborate with other partners to organize workshop, meetings for further insights on the hindrance traditions.
	1.3.5 Sensitize men and women on the possible opportunities in Sustainable energy technologies

Strategies	Major Activities
1.4 Mainstream good governance and gender practices in sustainable energy technologies marketing	1.4.1 Undertake institutional situation analysis on the good governance practices and gender practices.
	1.4.2 Prepare equitable governance development action plan with KPI to measure the performance of organization
	1.4.3 Review, update and engender organization procedures, guidelines and operation processes.
	1.4.4 Strengthen decision making process by ensuring clear documentation, approval and communication.
	1.4.5 Strengthen and ensure transparency on financial systems and comply with regulatory, legislative and funding agreement obligation for accreditation requirements.
	1.4.6 Review the marketing strategy for Sustainable energy technologies by incorporating gender issues.
	1.4.7 Strengthen staff capacity and partners on mainstreaming gender issues while marketing Sustainable energy technologies.
	1.4.8 Establish a mechanism to monitor the organizational change and the progress made in implementing gender mainstreaming / good governance
	1.4.9 Develop risk management strategy to overcome organization threats
1.5 Recruit Good Management for Social Entities	1.5.1 Assess the needs and prepare effective job descriptions and hiring criteria
	1.5.2 Restructure entities management
	1.5.3 Recruits boards and directors/ managers of entities
	1.5.4 Prepare tasks, roles and responsibilities of entities boards and directors
	1.5.5 Operationalizing the institutional structure of entities.
	1.5.6 Strengthen capacity building and mindset change for social entities staff, managers and board.
	1.5.7 Prepare mechanisms that allow creativity and independent decision making on the entities
	1.5.8 Equip the management of entities with working tools that foster the intended outcomes.

## STRATEGIC OBJECTIVE 2: Retain/expand customers base and deliver products efficiently

Strategy	Major Activity
1.1 Undertake market value chain assessment of sustainable energy technologies and services	1.1.1 Assess and understand market actors along the chain
	1.1.2 Identify how market actors are interconnected within the system
1.2 Develop agents of sustainable energy technologies	1.2.1 Identify and organize entrepreneurs for Sustainable energy technologies
	1.2.2 Provide technical and business skills support to the identified entrepreneurs and facilitate linkages to MFIs.
	1.2.3 Prepare database for organized entrepreneurs and artisans
	1.2.4 Establish production w/shops for Sustainable energy technologies
	1.2.5 Conduct seminars for entrepreneurs
	1.2.6 Prepare and disseminate business promotional information through newsletters, website, publications, advertisements, audio visual and exhibitions.
1.3 Identify barrier facing market actors of sustainable energy technologies	1.3.1 Analyze and understand barriers, enablers and drivers of proposed energy solutions
	1.3.2 Strengthen market infrastructure and provide enterprise development support
	1.3.3 Conduct promotional marketing of Sustainable energy technologies
1.4 Provide support services to market actors	1.4.1 Implement programme to build capacity of male and female entrepreneurs
	1.4.2 Sensitize financial institutions on existing business potential on Sustainable energy technologies
	1.4.3 Enhance EDS and BDS skills among entrepreneurs through mentoring and coaching.

Strategy	Major Activity
1.5 Enhance capacity of local entrepreneurs to operate sustainable energy	1.5.1 Undertake a needs assessment of female and male entrepreneurs
	1.5.2 Train technicians on repair and maintenance of Sustainable energy technologies
	1.5.3 Organize study tour among female and male entrepreneurs.
	1.5.4 Strengthen strategic linkage with partners and identify areas of cooperation including proposal development and implementation

### STRATEGIC OBJECTIVE 3: Increase community outreach

Strategy	Main Activities
1.1 Mobilize, promote and sensitize men and women in communities and institutions to access and adopt the use of sustainable energy technologies.	1.1.1 Sensitize men and women in communities on Sustainable energy technologies and raise awareness on behavioral change
	1.1.2 Create awareness and educate village authorities and local communities through meetings on sustainable energy opportunities
	1.1.3 Conduct demonstrations on the functioning of Sustainable energy technologies, services and identify businesses potentials
	1.1.4 Organize and participate in energy access, RE and EE awareness raising events e.g. Tanzania energy week, showcase energy at key local events
	1.1.5 Prepare brief awareness raising and educational documentaries on Sustainable energy technologies and share through you tube and films
	1.1.6 Publish articles in the local newspapers on opportunities and advantages available for the use of Sustainable energy technologies
	1.1.7 Prepare and distribute promotional materials

Strategy	Main Activities
1.2 Develop capacity of local communities through demonstration and training	1.2.1 Conducts a knowledge gaps and capacity needs assessment of stakeholders including LGAs
	1.2.2 Develop and deliver training modules based on identified gaps and needs, and deliver to relevant stakeholders
	1.2.3 Conduct demonstrations on the functioning of sustainable modern energy technologies, services and identify businesses potentials
	1.2.4 Identify appropriate energy services and technologies to meet energy needs of the communities
1.3 Link community with microfinancing institutions to acquire RETs through flexible payments	1.3.1 Undertake study to identify potential MFIs to collaborate with
	1.3.2 Initiate discussion with MFI and demonstrate business potentials linked with sustainable energy technologies and services
	1.3.3 Sign MoU with MFIs
	1.3.4 Link end users with MFIs
1.4 Design energy services delivery model	1.4.1 Define roles and responsibilities of District Authorities, NGOs, CBOs in respective areas
	1.4.2 Train district energy officers and community representatives on energy planning
	1.4.3 Mainstream energy in district development plans
	1.4.4 Identify Sustainable energy technologies opportunities and methodologies for implementation by NGO & CBO's and District Authorities.
	1.4.5 Conduct demonstrations on the functioning of sustainable modern energy technologies, services and identify businesses potentials
	1.4.6 Document the lessons, performances and review the approach
	1.4.7 Improve and scale up the approach

Strategy	Main Activities
1.5 Promote and increase demand of sustainable energy products	1.5.1 Undertake research to develop market for sustainable energy technologies to identify market barriers.
	1.5.2 Address Sustainable energy technologies market barriers based on findings of market research
	1.5.3 Undertake promotion of Sustainable energy technologies and services.
	1.5.4 Increase number of energy services business center and agents

#### STRATEGIC OBJECTIVE 4: Derive policies, strategies and legislation changes

Strategy	Major Activity
1.1 Strengthen partnerships to lobby and influence policies, strategies and legislation related to sustainable energy and environment.	1.1.1 Develop a database of local and international partners and a plan for engagement
	1.1.2 Develop a coalition and forum for engagement with stakeholders to lobby for conducive energy, climate change and environmental related policies
	1.1.3 Undertake training for lobbying and advocacy for staff and allies.
	1.1.4 Collaborate with allies/ partners to prepare strategy for effective lobbying and advocacy
	1.1.5 Use electronic media (Website, Blog, Facebook, Tweeter and Instagram) and print media (policy briefs, brochures, fact sheets, etc.) to interact with publics.
	1.1.6 Strengthen advocacy and lobbying dialogues with different actors on energy related issues
	1.1.7 Conduct strategic meetings with policy and decision makers
	1.1.8 Submit policy/strategy amendment documents to the policy and decision makers.

1.2 Sensitize key stakeholders and policy makers on SUSTAINABLE ENERGY TECHNOLOGIES	1.2.1 Send the Sustainable energy fact sheets/policy briefs to the policy and decision makers
	1.2.2 Undertake building-bridge meetings on challenges/problems of developing sustainable energy in the country with decision /policy makers
	1.2.3 Make follow up to the Professional Staff and Executives on agreed deliberations of advocacy meeting with policy and decision makers
1.3 Develop partnership with sales agents in Sustainable energy business and marketing	1.3.1 Identify sales agents and areas for establishing business centers in Dar es Salaam and Regional Centers
	1.3.2 Undertake visits to sales agents to discuss on business and marketing of sustainable energy products
	1.3.3 Sign agreements on business partnership between sales agents and subsidiary social enterprises
	1.3.4 Undertake training for sustainable energy products to sales agents
	1.3.5 Supply sustainable energy products according to agreements to sales agents
	1.3.6 Make follow up to sales agents to monitor marketing and payments of sustainable energy products
1.4 Build bridges with different funding agencies	1.4.1 Identify eligible bilateral and multilateral organizations for funding sustainable energy services
	3.4.1. Contact bilateral and multilateral organizations for concepts preparation and discuss with them our functional areas
	3.4.2. Identify and visit/ contact other local and international funding agencies
1.5 Develop Joint ventures with internal and external energy social enterprises	1.5.1 Develop a joint venture engagement standard and agreements.
	1.5.2 Identify and map joint venture opportunities
	1.5.3 Engage the social enterprises
	1.5.4 Monitor and review plans



**STRATEGIC OBJECTIVE 5: Strengthen information flow, policy development, participatory monitoring evaluation and learning**

Strategy	Major Activity
1.1 Strengthen the role of district and village energy teams on monitoring and dialogue	1.1.1 Put in place the framework for data collection, analysis, feedback to local level and district level
	1.1.2 Build capacity of village and district authority on preparation of monitoring report.
	1.1.3 Work Jointly with district and village leaders to solve sustainable energy development constraints at local levels
1.2 Strengthen knowledge sharing and experiences with stakeholders	1.2.1 Study and report the lesson learnt, knowledge, skills and experiences acquired from TaTEDO projects and programmes
	1.2.2 Undertake meetings/workshop to share knowledge and experiences from TaTEDO to staff, partners and public
	1.2.3 Disseminate knowledge and experience through website, social media and reports
	1.2.4 Use knowledge and experience acquired to improve approaches, methodologies and operations of TaTEDO
1.3 Strengthen management information system	1.3.1 Manage the Local Area Network (LAN)
	1.3.2 Improve management of TaTEDO Library Services(for prints)
	1.3.3 Establish database for TaTEDO energy statistics
	1.3.4 Improve and manage electronic documents
	1.3.5 Update and Manage Dissemination of information through newsletters, website, social media, etc.
	1.3.6 Prepare and upload online TaTEDO Documentary for sharing with stakeholders



Strategy	Major Activity
1.4 Enhance participatory monitoring and evaluation	1.4.1 Undertake baseline survey for energy situation assessment before TaTEDO interventions
	1.4.2 Establish participatory monitoring and evaluation system
	1.4.3 Prepare formats for collecting information at the international, regional, national, sectoral, district and village levels
	1.4.4 Programme the Monitoring and Evaluation Database
	1.4.5 Prepare booklet for TaTEDO sustainable energy statistics and data
1.5 Gather Information for developing and marketing products from social enterprises	1.5.1 Undertake market research for sustainable energy products and services provided by social enterprises
	1.5.2 Explore opportunities for establishing and developing new energy businesses in existing social enterprises
	1.5.3 Promote and advertise products and services from social enterprises
	1.5.4 Put in place framework for reporting on the finance, marketing and production from social enterprises

#### STRATEGIC OBJECTIVE 6 – Drive financial stability

Strategy	Major Activity
1.1 Strengthen Public and Private Partnership in energy development sector	1.1.1 Identify and sign MoUs with the potential private social enterprises in the energy sector for creating partnership
	1.1.2 Develop the energy project in collaboration with private social enterprises
	1.1.3 Facilitate productive use of energy from the developed sustainable energy systems.
	1.1.4 Acquire and build capacity through installation of large sustainable energy systems.

Strategy	Major Activity
1.2 Increase skills to institutionalize recovery of funds from development activities	1.2.1 Develop approach/mechanism for recovering funds from development activities
	1.2.2 Link customers with MFIs to facilitate acquiring of Sustainable energy technologies and recover loan
	1.2.3 Make regular follow up with MFIs on recovery of funds for sold products
1.3 Increase fundraising from corporate sector to support poor communities	1.3.1 Identify social enterprises for cooperate social responsibilities
	1.3.2 Identify poor communities to be supported by corporate social responsibility
	1.3.3 Prepare and submit concept notes and letter for requesting funds for supporting communities
	1.3.4 Make follow up for the submitted concept note from social enterprises and implement accordingly
1.4 Develop proposals and business plans for development, business and consultancies	1.4.1 Identify different funding sources through call for proposals or other procedures
	1.4.2 Study donor guidelines to understand their areas of support and eligibility of grants
	1.4.3 Prepare and submit project proposals depending on requirements of funding agencies
	1.4.4 Make follow up to the project proposals prepared from TaTEDO
1.5 Diversify revenue stream and enhance financial sustainability	1.5.1 Establish different business models for sustainable energy business enterprises
	1.5.2 Prepare business plans for different sustainable energy enterprises
	1.5.3 Start business in small scale and scale it up depending on demand of SE products and services in the market
	1.5.4 Put in place a good system of financial management for social enterprises

Strategy	Major Activity
1.6 Enhance Resource Mobilization	1.6.1 Develop capacity for resource mobilization in each department of TaTEDO
	1.6.2 Participate in short courses of project preparation, financial management, monitoring, evaluation and marketing of products and services
	1.6.3 Develop and implement resource mobilization strategy for TaTEDO
	1.6.4 Purchase software for developing business plans and project proposals

### STRATEGIC OBJECTIVE 7: Strengthen the social business enterprises

Strategy	Major Activity
1.1 Explore opportunities in the corporate sector for leveraging their energy problems	1.1.1 Undertake marketing survey on potential corporate energy opportunity
	1.1.2 Set strategy and clear plan to leverage the energy needs as per each corporate
	1.1.3 Prepare Agreements and seal deals provide energy solutions to the identified corporate sectors.
1.2 Strengthen production and management of social enterprises	1.2.1 Develop production action plan for social enterprises
	1.2.2 Determine the enterprise resource requirements including additional machineries for increased production
	1.2.3 Define the enterprise production targets
	1.2.4 Mobilize resources for investment and operational capital
	1.2.5 Modernize the existing energy technologies for better performances and market stimulation.
	1.2.6 Regularly build capacity of the management teams

Strategy	Major Activity
1.3 Develop markets for SET products and service	1.3.1 Develop a marketing plan
	1.3.2 Develop a sales strategy
	1.3.3 Prepare communication and marketing materials like flyers, brochures or short video in social media to create awareness on the energy products
	1.3.4 Build capacity of the team on marketing and sales strategies
	1.3.5 Establish and strengthen Sustainable energy technologies market networks through sales agents, dealers or MFIs
	1.3.6 Capacitate the sales agents on BDS/ EDS and regular coaching and mentoring on Sustainable energy technologies business.
	1.3.7 Undertake marketing campaigns in potential areas like market places
1.4 Develop Interventions for Generating energy through off grid systems	1.4.1 Identify potential areas for energy generation using different tools such as energy access map
	1.4.2 Identify areas of collaboration with other developers for capacity building and experience sharing.
	1.4.3 Mobilize resources to acquire equipment and technology for generation.
	1.4.4 Acquire land and sign ownership agreements with local authorities
	1.4.5 Acquire legal permission for establishing energy systems (EIA certificates, generation license etc)
	1.4.6 Work with local authorities for community mobilization (design to implementation)
	1.4.7 Develop performance benchmarks of energy systems
	1.4.8 Lobby for further supports from the development partners to scale up and improve the existing interventions.





Strategy	Major Activity
1.5 Strengthen Investment and Working Capital and Financial Management for Social Enterprises	1.5.1 Assess and establish the required investment and working capital
	1.5.2 Prepare and submit bankable business plans for funding from various sources
	1.5.3 Determine enterprises operating cycles that affects the working capital and work on it
	1.5.4 Prepare mechanisms to monitor the financial position of the enterprises.
	1.5.5 Put in place the efficient stock control system and accounting records for better tracking of agents payments, debts etc.
	1.5.6 Develop investment plan for the social enterprise to avoid unnecessary or over investment in the fixed assets for a tied up capital.
	1.5.7 Regular capacity building on financial management through financial soft wares.

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